



SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1000

MAR 28 2025

MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP  
COMMANDERS OF THE COMBATANT COMMANDS  
DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

SUBJECT: Initiating the Workforce Acceleration & Recapitalization Initiative

To deliver on my commitment to urgently rebuild our military, revive the warrior ethos, and deliver maximum deterrence, we must aggressively refocus every available resource towards our core mission. In addition to our Fiscal Year 2026 President's Budget Relook, we will realign the size of our civilian workforce and strategically restructure it to supercharge our American warfighters consistent with my interim National Defense Strategy guidance.

DoD civilians already support mission-critical requirements, but an honest analysis will reveal opportunities to consolidate duplicative functions, reject excessive bureaucracy, and implement technological solutions that automate routine tasks, particularly at the headquarters level. The net effect will be a reduction in the number of civilian full-time equivalent positions, and increased resources in the areas where we need them most.

To begin execution on this strategic intent, I direct the following:

The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) will immediately open the DoD Deferred Resignation Program and offer the Voluntary Early Retirement Authority to all eligible DoD civilian employees. Exemptions should be rare. My intent is to maximize participation so that we can minimize the number of involuntary actions that may be required to achieve the strategic objectives.

The Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Directors of the Defense Agencies and Field Activities, and my Principal Staff Assistants will provide a proposed future-state organizational chart. It will reflect required analysis and include functional areas, consolidated management hierarchy, and position titles and counts clearly depicted. USD(P&R) will submit this initial proposal to the Deputy Secretary of Defense by April 11, 2025.

Important changes are required to put the department on ready footing to deter our enemies and fight for peace. This is not about a target number of layoffs at the DoD. The intent is to execute a top-to-bottom methodology that results in a force structure that is lean, mean, and prepared to win.

*[Handwritten Signature]*  
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