



DEPUTY SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1010

SEP 24 2008

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR
LEGISLATIVE AFFAIRS
ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS
AND INFORMATION INTEGRATION/DOD CIO
ASSISTANT SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Implementation of Recommendations from the Review of OSD and
Defense Agency Executive Resources Management

On December 13, 2007, an executive management study was commissioned to improve the overall management and administration for Senior Executive Service (SES) across the OSD, its Defense Agencies and DoD Field Activities, and the Joint Staff. The Director, Administration and Management led this review with your participation. Based on the recommendations of that review, the following measures which will result in more deliberate, systematic and predictable approaches to SES lifecycle management are approved:

- The establishment of a Program Executive Office (PEO) to provide capacity and focus to accomplish the SES lifecycle responsibilities, as well as the above functionality. The office will be headed by a Program Executive Officer, who will report directly to me, and receive administrative and program support from the Director, Administration and Management.
- The modification of the current Executive Resources Board (ERB) construct, with appropriate revisions made to the ERB membership and charter to consolidate governance and enhance senior leadership participation.

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As a result, new functionality will be provided which is aimed at institutionalizing the lifecycle management of senior executives consistent with DoDD 1403.03. This capability includes developing processes, tools, and mechanisms to support equity and consistency in performance management pay-for-performance; deliberate, proactive management of assignment and succession planning, career development; executive communications; and mobility including central management and processing of developmental duty station moves.

The Director, Administration and Management will initiate actions to implement these decisions and develop the plan of action. Additionally, he will canvass your executives for interest in assignment as the Program Executive Officer for Executive Talent Management and will provide a slate of candidates for my review and selection. Your assistance is appreciated in encouraging talented executives to consider this important assignment to assist us in better leveraging the executive capacity of the OSD and its Components.

The Department appreciates the hard work, effort and collaboration evidenced in this review. We have established a sound framework for the management of the career lifecycle of DoD SES leaders to produce the best civilian career leadership cadre possible - one that is fully integrated with other components of DoD executive leadership, General and Flag Officers (G/FOs), and political leaders.

A handwritten signature in black ink, appearing to read "Arthur England". The signature is written in a cursive style with a large, prominent initial "A" and a long, sweeping underline that extends across the name.