



UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

JAN 09 2007

PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEF OF STAFF
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT

Subject: Developing 21st Century Senior Executive Service (SES) Leaders

The purpose of this memorandum is to request your Component's participation in a one-day workshop hosted by the Deputy Secretary of Defense, which will assist us in further refinement of a DoD-wide framework for "Developing 21st Century Senior Executive Service Leaders." The workshop will held on January 29, 2007, at the L. William Seidman FDIC Training Center in Arlington, Virginia, from 8:30 am to 7:00 pm.

This workshop for SES leaders will be a follow-on to the May 9, 2006, Focus Group Conference. At that time, we began to socialize with the current SES membership the idea of a more institutional and deliberate approach to identifying, growing and developing our SES members. Since we began our work, the imperative for embedding competencies in joint and enterprise-wide perspective in our senior leadership cadre is even more apparent. This workshop will be an opportune time for SES leaders to engage in the discussion about the future direction for executive leadership in the Department.

The workshop is reserved for SES leaders only (and Non Appropriated Fund equivalents) and is limited to 200 participants. I am asking that each Military Service and the Director of Administration register no more than 47 participants, and that the Joint Chiefs of Staff register no more than 10 participants representing the Combatant Commands. Please, identify SES leaders with cross-functional expertise and who are geographically dispersed. Each Component is responsible for temporary duty (TDY) expenses.

Registration must be completed on line at www.cpms.osd.mil/sespm/conference. Information about the workshop, including any read ahead materials also will be posted to this website. On-line registration will close on January 19, 2007.

If you have any questions, please contact Ms. Letty Mayoral at 703-693-2815. We look forward to seeing you on January 29, 2007.

A handwritten signature in blue ink, appearing to read "David S. C. Chu". The signature is stylized with a large initial "D" and a long horizontal stroke at the end.

David S. C. Chu

cc: Principal Staff Assistants