



PERSONNEL AND  
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

FEB -9 2012

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Nominations for Vanguard Senior Executive Development Program (FY2012)

The Department of Defense (DoD) Civilian Personnel Policy (CPP) office is pleased to announce a call for nominations of DoD Senior Executive Service (SES) members who are new to the executive ranks, or new to DoD, to participate in the Vanguard Senior Executive Development Program in fiscal year (FY) 2012. Vanguard is aimed at preparing DoD Senior Executives to lead in an Enterprise context within a National Security environment.

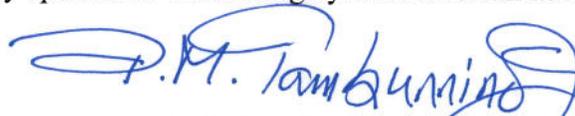
The unprecedented challenges facing DoD today and tomorrow demand that its civilian senior executives lead across an increasingly complex Defense "Enterprise" that is dynamic, integrated, and joint – often spanning organizational boundaries to leverage the considerable capabilities of DoD and other Federal agencies, industry partners, and non-government organizations. Vanguard will help DoD meet these challenges and prepare the senior executive cadre accordingly.

During FY 2012, Vanguard will be offered twice: April 30 through May 11 and August 6 through August 17. The Vanguard tuition (including lodging, meals, and travel during the program) is funded by the office of Deputy Assistant Secretary of Defense (CPP). Components are responsible for funding per diem and travel to and from the program, which will be held in Washington, DC. The Air Force, the Army, the Navy/Marine Corps, and Fourth Estate are each allocated six seats for the April 30 through May 11 session and six seats for the August 6 through August 17 session. See the attached one page brochure for further details.

For each Senior Executive nominated to the program, Components should provide full contact information and a current unclassified bio. ***Nominations must be submitted through executives' respective Senior Executive Management Offices. Fourth Estate agencies should submit their nominations to the Executive Lifecycle Management office under the Director of Administration and Management. The Military Departments are to include COCOM Senior Executive nominations.***

All nominations to participate in the Vanguard program for FY 2012 should be submitted by March 15, 2012, to Luke Michelin at [lucas.michelin@cpms.osd.mil](mailto:lucas.michelin@cpms.osd.mil). Questions can be addressed to Mr. Michelin at (703) 696-2749 or DoD Civilian Senior Executive Management Division at (703) 696-1584.

This program is an opportunity for our Department's Senior Executives to gain the background, ability, and skill to lead across organizational and functional boundaries and across the broad national security spectrum. I encourage you to take full advantage of this opportunity.

A handwritten signature in blue ink, reading "P.M. Tamburrino, Jr.", with a large, stylized flourish at the end.

P.M. Tamburrino, Jr  
Deputy Assistant Secretary  
Civilian Personnel Policy

Attachment:  
As stated

cc: Director, Administration and Management (OSD)

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(DEFENSE CONTRACT MANAGEMENT AGENCY)

## Vanguard Senior Executive Development Program

**Location:** Pentagon Conference Center and the  
Renaissance Arlington Capital View Hotel  
2800 South Potomac Avenue  
Arlington, Virginia 22202

**Frequency:** Two sessions will be held in 2012

- April 30 to May 11
- August 6 to August 17

**Nomination:** Due by March 15, 2012

**Duration:** 12 Days

**Course Contact:**

Civilian Senior Executive Management Division  
Defense Civilian Personnel Advisory Service  
U.S. Department of Defense (DoD)  
Phone: (703) 696-1584

**Description:**

Vanguard is an innovative leadership program for the Department's senior executives, the purpose of which is to better prepare DoD senior executives to lead effectively within and across organizational and functional boundaries and across the broad national security spectrum. The program provides DoD's Senior Executive Service (SES) members the opportunity to:

- Gain a fuller understanding of the structure and processes of the Office of the Secretary of Defense, the Joint Staff and Military Departments.
- Explore strategies to lead by way of broad exposure to the whole of government and knowledge of the high degree of departmental interconnectedness.
- Learn more about resolving challenges through interagency cooperation and collaboration.
- Build additional skills in effectively managing resources in a fiscally constrained environment.

**Target Population:**

SES (Tier 1 -3) who are new to the executive ranks, or new to DoD.

**Funding:**

Tuition (including lodging and meals) is OSD-funded. Units are responsible for funding travel to and from the course location.

**Pre-Course Requirements:**

Security Clearance of Secret or above.

**Remarks:**

This course combines classroom instruction, guest speakers, small-group interaction and practice sessions, and a site visit. Each 12-day session has 24 available seats for senior executives from across the Department.