



PERSONNEL AND  
READINESS

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

OCT 03 2006

MEMORANDUM FOR CIVILIAN PERSONNEL POLICY COUNCIL

SUBJECT: Pilot Program for the Recruitment of Senior Executive Service Positions  
Located in the Combatant Commands

Attached for your information is a copy of the Pilot Program, which tests a common approach to the recruitment and selection for Department of Defense (DoD) career Senior Executive Service (SES) positions for the Combatant Commands by a single provider, the Defense Logistics Agency. Currently, a military Service is designated to serve as an Executive Agent for a Combatant Command.

The Pilot Program tests some of the ideas that have emerged in discussions on the Department's initiative, "Developing 21<sup>st</sup> Century DoD Career Senior Executives Service Leaders." The goals of the Pilot Program are to:

- Recruit candidates with the competencies needed to operate successfully in the new joint environment and who have a strategic, enterprise-wide perspective.
- Streamline the recruitment and selection process resulting in a reduction in time to fill, increased talent pool for positions, and high levels of satisfaction among the Combatant Commanders, candidates for employment and selecting officials.
- Improve the application process as a means of motivating top talent to apply for SES positions, e.g. use of a resume, letter of invitation from Admiral Giambastiani to all SES.

The Pilot Program will not cover any other aspects of the career employment lifecycle, including career development and continued civilian personnel support. In these and all other respects, the positions and the persons selected for these positions will continue to be managed by the Executive Agent.

- The key elements of the Pilot Program are the:
  - Formulation of new competencies for 21<sup>st</sup> Century SES leaders, e.g.,:
    - Knowledge of Joint matters
    - Enterprise perspective
  - Identification of Recruitment Strategy - 3-Prong approach
    - Self Nomination (Invitation to Serve) – SES members apply
    - Component Nomination (Nomination Slate) – Components with career development program submit slate of SES leaders ready and prepared

- Open Competition (External Reach) – DoD GS-15s; non-DoD GS-15s, SES leaders, and private citizens).
- Streamlined Hiring Process
  - Use of resumes for current SES leaders
- Evaluation of Candidates
  - Use of rating and interview panels comprised of stakeholders
- Selection of Candidates
  - Validation by Vice Chairman and USD(P&R) to ensure the "right candidate" for DoD
- Assessment of the Pilot Program
  - Metrics will gauge the success of the effort

An aspect of recruitment process that is worth highlighting to you is the Vice Chairman's effort to reach out to all DoD SES leaders. The Vice Chairman has sent a letter to all DoD SES leaders inviting their candidacy for the vacant positions. This personal approach is intended to emphasize the value the Department places on its SES leaders and their experiences, and to stimulate their interest in serving in these challenging assignments. The Pilot Program, letter from Admiral Giambastiani, and the vacant positions are posted on the SES website: [www.cpms.osd.mil/ses/pm/](http://www.cpms.osd.mil/ses/pm/).

We appreciate the efforts of the Defense Logistics Agency, the Executive Agents, and the human resources staff who are supporting this effort. Their enthusiasm and top notch human resources support enabled a "smooth launch," and continued high quality support. We look forward to sharing the results of the Pilot Program with you.



Patricia S. Bradshaw  
Deputy Under Secretary  
Civilian Personnel Policy

Attachments:  
As stated

cc:  
Director, Manpower & Personnel, The Joint Staff



**PILOT PROGRAM FOR THE  
RECRUITMENT OF CAREER SENIOR EXECUTIVE SERVICE  
POSITIONS LOCATED IN THE COMBATANT COMMANDS**

*Prepared Jointly by the  
Deputy Under Secretary of Defense  
(Civilian Personnel Policy),  
The Director of Manpower and Personnel, Joint Chiefs of Staff, and the  
Director of Human Resources (J-1) of the Defense Logistics Agency*

PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
POSITIONS LOCATED IN THE COMBATANT COMMANDS

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# PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE POSITIONS LOCATED IN THE COMBATANT COMMANDS

## INTRODUCTION

The purpose of the pilot program is to test the concept of a centrally operated recruitment and assignment program for career Department of Defense (DoD) Senior Executive Service (SES) positions located in the Combatant Commands (CoCOMs). Currently, the recruitment, assignment, and other human resource activities for these career SES positions are accomplished by each CoCOM executive agent.

During the most recent biennial review of career SES positions, 10 new positions were approved for the CoCOMs. Those positions are unfilled, and thus provide an ideal test bed for a new approach to the management of CoCOM career SES positions. The pilot will include position classification, recruitment, and selection. The pilot does not revise performance management practices for the positions, including coverage by Executive Agent Performance Review Boards. It does not change servicing payroll offices or any other aspects of financial management for the positions.

## BACKGROUND

The CoCOMs lead and support the U.S. Armed Forces and its strategic partners in the DoD national security mission. They serve and address these security challenges in a multi-Service, interagency, multinational, and global environment—the new joint environment—where speed, agility, and precision of action are critical to a strong, sound, and effective warfighting capability. SES positions at the CoCOMs require leaders who:

Are competent in leadership, management, communication, and strategic thinking with an understanding of the enterprise perspective and matters in the new joint environment.

Understand the operational environment and are comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations organizations, federal agencies, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement, persuasion, and quiet influence.

These characteristics represent the tenets of the SES corps.

PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
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**PILOT PROGRAM**

The Department of Defense will conduct a pilot program for the deliberate recruitment and selection of career DoD SES positions assigned to the CoCOMs. The pilot will also identify career SES positions that require a DoD enterprise-wide perspective and competency in matters related to the new joint environment. To ensure that the right talent is selected for these career SES positions, the Chairman of the Joint Chiefs of Staff, the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), as well as other appropriate senior officials will be involved in the identification and selection of talent for this subset of career SES positions.

Because these positions operate in a joint environment and require an enterprise perspective, they will be centrally recruited and hired. The pilot will provide a single authority, the Defense Logistics Agency (DLA), for the recruitment and selection of highly-qualified candidates for positions in the CoCOMs. The executive agent for the respective CoCOMs then will continue to sustain and maintain SES members under their purview. The concept of operations detailing a streamlined recruitment and selection process is attached (Attachment 1). Positions included in the pilot program will be the 10 new positions approved by USD(P&R) in July 2006 as a result of the Office of Personnel Management (OPM) Biennial Process and the USD(P&R) internal review of DoD SES allocations within P&R.

The goals of the pilot are to:

Recruit candidates with the competencies needed to operate in the new joint environment and with an enterprise-wide perspective.

Streamline the recruitment and selection process resulting in a reduction in time to fill, increased talent pool for positions, and high levels of satisfaction among the combatant commanders, candidates for employment, and selecting officials.

Improve the application process as one means of motivating top talent to apply for career SES positions.

Centralize the process resulting in less intensive, resource-driven processes. Additional background information about DoD efforts to develop 21st century SES leaders is attached (Attachment 2).

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**RESPONSIBILITIES FOR THE SUCCESSFUL OPERATION OF THE  
PILOT PROGRAM**

Combatant Commander or designee shall:

Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide impact, identify appropriate competencies, and recommend sources of selection in coordination with the Joint Staff (or designee) and the USD(P&R) (or designee).

Develop and provide position descriptions for career SES allocations.

Provide a representative to serve on rating and or interview panels, as required.

Serve as the interviewing and selecting official, positions requiring significant joint, enterprise-wide perspective will require the coordination of the Vice Chairman of the Joint Chiefs of Staff and the USD(P&R).

Vice Chairman Joint Chiefs of Staff or J-1, or their designee shall:

- a. Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide impact, identify appropriate competencies, and recommend sources of selection in coordination with the combatant commander (or designee) and the USD(P&R) (or designee).
- b. Serve in an advisory role during the pilot program and assist in the development of guiding principles for the pilot program.
- c. Assist in the development of appropriate metrics and milestones for oversight and management of the pilot program
- d. Provide a representative to serve on rating and or interview panels, as required.
- e. Concurrence, in coordination with the USD(P&R), of the selection of career SES candidates to positions requiring significant joint, enterprise-wide perspective.

USD(P&R) or designee shall:

Validate requirements of career SES positions, determine whether the career SES position has significant enterprise-wide and new joint environment impact, identify appropriate competencies, and recommend sources of selection in coordination with the Vice Chairman Joint Chiefs of Staff or J-1 (or their designee) and the combatant commander (or designee).

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Serve in an advisory role during the pilot program and assist in the development of guiding principles and assessment measures for the pilot.

Assist in the development of appropriate metrics and milestones for oversight and management of the pilot program.

Provide a representative to serve on rating and or interview panels, as required.

Along with the Vice Chairman Joint Chiefs of Staff, coordinate the selection of career SES candidates to positions requiring significant joint, enterprise-wide perspective.

The Executive Agent shall:

Resource career SES positions under their purview in the same manner as provided for before the conduct of this pilot program.

Sustain and maintain the career SES positions in the CoCOMs by providing human resource services, such as appointment and in-processing, advice, and assistance.

Provide a representative to serve on rating and/or interview panels, as required.

Serve in an advisory role for purposes of the program evaluation.

The Human Resources Director (J-1), DLA, shall:

As a strategic business partner, provide quality and timely advice, guidance, and service to the combatant commanders, Vice Chairman Joint Chiefs of Staff or J-1, and the USD(P&R) (or their designees) on matters related to the filling of career SES positions covered by the pilot program.

Operate and manage the pilot program for career SES positions covered by the pilot program.

Assist in the validation of requirements of career SES positions, determine whether the career SES position has significant enterprise-wide and new joint environment impact, and identify appropriate competencies and sources of recruitment for the requisite talent.

Implement, track, and report progress periodically on metrics that are designed to measure the effectiveness of the pilot program.



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**SUCCESS INDICATORS**

DLA, in collaboration with Defense Manpower Data Center (DMDC), will track and report progress, periodically, to the Deputy Under Secretary of Defense for Civilian Personnel Policy (DUSD(CPP)), on metrics that are intended to measure the effectiveness of the pilot program.

<b>Indicator:</b>	<b>Source of Data to Measure Success:</b>
1. The DLA average fill time rate for hiring career SES is met.	DLA fill time rate.
2. The applicant pool is comprised of candidates with competencies in leadership, management, joint matters, and an enterprise-wide perspective.	DMDC will revise the OPM Manager Satisfaction Survey (MSS) and DLA will provide it to CoCOM selecting officials.
3. The applicant pool is diverse in gender and racial/ethnicity mix.	DLA will collect applicant information.
4. Selection officials report the referrals meet the criteria outlined in Success Indicator 2, they are trained, educated, experienced and viewed as distinguished talent, and the applicant pool meets or exceeds their expectations.	DMDC will add items to the MSS to allow selection officials the opportunity to compare the DLA-generated applicant pool to previous executive agent-generated applicant pools.
5. The expectations of selection officials regarding the responsive service of DLA are exceeded.	This information will be collected on the MSS.
6. The selecting official will confirm, in two placement follow-up surveys (90 and 365 days), the selected candidate is of top quality and is able to act responsibly, with sound judgment, and with urgency and unmatched competency.	DLA follow-up placement surveys.
7. The candidates, both applying and selected, believe the application process is efficient.	This information will be collected on the APSS.

PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
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Attachment 1

**CONCEPT OF OPERATIONS**

**I. STAKEHOLDERS**

Combatant Commands (CoCOMs)  
Joint Staff  
Under Secretary of Defense for Personnel and Readiness (USD(P&R))  
CoCOM Executive Agents  
Defense Logistics Agency (DLA) (Joint Service Provider)  
Senior Executive Service (SES) Members

**II. INITIAL RECRUITMENT PROCESS**

Each of the following steps will be followed in recruiting talent for the CoCOMs.

**Strategic Conversation**

The joint nature of the positions to be filled requires development of a broad and well-qualified pool of applicants. To obtain the best talent possible, USD(P&R) or designee, the combatant commander or designee, and the J-1 or Vice Chairman or their designees will validate the position requirements and decide on the following:

Strategic focus of the position, including enterprise-wide impact of the position,  
Appropriate series of the position,  
Options and methodology for filling the positions; and,  
Competencies (knowledge, skills, and abilities (KSA)) for the position.

**2. Recruitment Process**

It is understood that recruitment of top talent for the CoCOMs must be sufficiently broad to attract the right skills and expeditious to assure competitiveness. Top talent will ensure the readiness, preparedness, and performance of the CoCOMs to carry out their mission. Unless otherwise

## PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE POSITIONS LOCATED IN THE COMBATANT COMMANDS

requested by the combatant commander and/or the USD(P&R), all positions will be advertised to “All Sources” (External Reach). Concurrently, the Joint Staff will solicit reassignment applications from all SES members in the Department of Defense (Invitation to Serve) and from heads of components with SES candidate development programs (Nomination Slate).

All applications will be reviewed and evaluated, and a slate of highly-qualified candidates will be provided to the CoCOMs for interview. The membership of any rating panels must ensure diversity so that a varied viewpoint is considered in the identification of top talent for the Department. The following are details of the process.

### **a. Identification of Competencies (KSAs)**

DLA will work with the CoCOMs, Joint Staff, and the USD(P&R) to identify KSAs and desirable quality ranking factors to attract and hire top talent for the positions. Competencies will ensure a new kind of civilian leader who understands the operational environment and is comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations organizations, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement and persuasion. Candidates for positions requiring significant joint, enterprise-wide perspective will be evaluated on the following desirable quality ranking factors.

Enterprise-Wide Capability. Demonstrates a strategic and top-level focus on broad requirements, fusion of information, collaborative partnerships, and vertical and horizontal integration of information affecting a large, diverse organization.

Joint Perspective Capability. Demonstrates a broad perspective on national security issues, resulting from an array of experiences acquired in multiple organizational (multi-Service, interagency, multinational), educational, or business settings having a national security focus or interest. Experience is characterized by broad networks of operations, collaborative partnerships, and linked and synchronized systems of information.

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**b. Solicitation for Reassignment Candidates**

Invitation to Serve. All eligible DoD SES members will be invited to apply for vacant positions. The Vice Chairman of the Joint Staff, J-1, or their designee will draft and coordinate with DLA a memorandum inviting DoD career SES members to apply. SES members will be referred to a DLA Web site that will provide copies of job descriptions, background information of the CoCOMs, and instructions for submitting a resume.

Nomination Slate. Components will be invited to submit a listing of career SES members in developmental programs who are deemed eligible and ready to advance. DLA will draft a memorandum for heads of components to be released by the Vice Chairman of the Joint Chiefs of Staff or the J-1 to solicit a slate of candidates in career SES development programs.

Resumes and Statements. Resumes and statements of interest will be submitted to DLA by e-mail. A simplified resume format will remove the burden of writing long applications. The statement of interest describes the reasons the SES member believes he or she is a good candidate for the vacancy.

Review Panels. Subject matter experts and stakeholders review panels will be formed, as necessary, by DLA to review candidate qualifications.

**c. Competitive Announcement (External Reach)**

DLA will prepare a visually appealing, plain English SES vacancy announcement that will attract top executive talent. CoCOMs will review it for adequacy.

To the extent practical, open continuous announcements will be used to facilitate an expeditious hiring process.

Announcements will be open to all qualified U.S. citizens.

DLA will advertise the positions, proactively targeted top executive talent via a number of venues, including OPM USA Jobs Web site on Defense Link, and other means to be determined jointly by DLA, DUSD(CPP), and CoCOMs. (Paid advertisement will be at the expense of the CoCOM.)

DLA will screen applications for basic eligibility and convene rating panels of subject matter experts and stakeholders to determine the highly-qualified candidates.

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**d. Rating Panels**

DLA will organize separate panels for each CoCOM or combined CoCOM panels, as appropriate, to determine highly-qualified candidates.

Panels generally will evaluate all applicants (reassignment and competitive) for all vacancies for the CoCOM. The decision to have a combined rating panel will be discussed during the strategic conversation (II.1. above) with DLA and other stakeholders.

Panel members may include representatives from the CoCOMs, Joint Staff, USD(P&R), executive agent, and/or other appropriate sources with DLA providing technical support.

Panels will evaluate applicants and prepare two referral lists (reassignment and competitive) for each vacancy.

Referral lists will be issued to the combatant commander.

**Selection Process**

**a. Interviews.** CoCOMs will interview candidates to identify the top candidates.

- (1) CoCOMs, in coordination with DLA, will determine who will conduct interviews and how interviews will be conducted. This includes making a determination as to whether an interview panel is appropriate and recommended.
- (2) For positions with significant enterprise-wide perspective and knowledge of joint matters, this determination will be made in consultation with the Vice Chairman of the Joint Chiefs of Staff or J-1 and the USD(P&R) or their designees.
- (3) If an interview panel is convened, membership will vary with each position. Panel membership must ensure diversity of gender, race and ethnicity, experience and perspective so that a varied viewpoint is considered in the identification of top talent for the Department. Panel members will make recommendations to the combatant commander.

**b. Selections.** Selections will be documented and returned to DLA.

The combatant commander will make the selection of a candidate when a position does not require significant enterprise-wide perspective and knowledge of joint matters. Positions with a significant enterprise-wide perspective and knowledge of joint matters will require the concurrence of the Vice Chairman of the Joint Chiefs of Staff, the USD(P&R), or their designees.

## PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE POSITIONS LOCATED IN THE COMBATANT COMMANDS

DLA will make a tentative offer and administer OPM Qualifications Review Board (QRB) process, including working with tentative selectee to insure adequacy of application for QRB approval and coordinating with the executive agent to obtain drug tests and clearances.

DLA will extend a firm offer following QRB approval.

### **c. Processing**

Following acceptance of the final offer, DLA will forward a complete package to the executive agent(s) for in-processing.

DLA will maintain staffing case files for SES fills.

## III. OTHER CONSIDERATIONS

**Financial.** During the pilot, DLA will not be reimbursed for organic costs associated with providing HR support. The DUSD(CPP) will provide or arrange for staff support as needed to supplement the DLA staff. Should a CoCOM want to use paid advertising for a vacancy, the cost will be borne by the CoCOM. Once on board, the employees are on the payroll of the CoCOM/executive agent and all associated costs are their responsibility. Such costs include pay, benefits, training, travel, equipment, and supplies.

**Permanent Change of Station (PCS).** PCS moves will be funded by the CoCOM or the executive agent following established procedures for such moves. DLA will prepare and issue travel orders using CoCOM/executive agent fund cites.

## IV. DURATION OF PILOT

This pilot will commence upon approval by the Joint Staff and the USD(P&R) and will conclude 3 months following the entrance on duty of the last selectee. During the final 3 months, the stakeholders will assess the pilot and determine whether it will be extended, terminated, or made permanent.

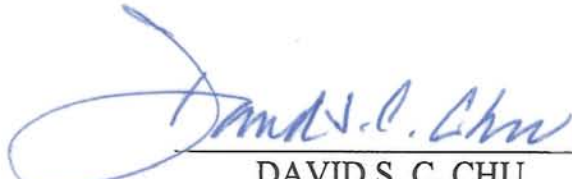
PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
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**V. SUCCESS INDICATORS**

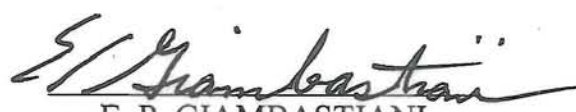
DLA will use identified success indicators to determine efficacy of the pilot. Progress and outcomes will be reported to the USD(P&R), DUSD(CPP), Vice Chairman, J-1, and the CoCOMs.

**VI. EFFECTIVE DATE**

This Pilot becomes effective with the below signatures.

  
DAVID S. C. CHU  
Under Secretary of Defense for  
Personnel and Readiness

*27 Sep 06*  
(Date)

  
E. P. GIAMBASTIANI  
Admiral, U.S. Navy  
Vice Chairman  
Joint Chiefs of Staff

*9/9/06*  
(Date)

  
JEFFREY NEAL  
Director, Human Resources (J-1)  
Defense Logistics Agency

*9/11/06*  
(Date)

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PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
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Attachment 2

**BACKGROUND INFORMATION**

The Department of Defense recognizes the need to transform and align the DoD Senior Executive Service (SES) with the new 21st century leadership requirements. The DoD's SES members are full partners in the execution of our national military strategy. They should be the highest quality people – competent, technically proficient, and experienced professionals.

The Quadrennial Defense Review (QDR) 2006 urged transformation of human capital management within the Department of Defense; highlighted a greater need for 21st century capabilities and called for a work force that is responsive to joint mission requirements and is capabilities focused and competency based. The QDR requires the Department to support and foster our partnerships with other U.S. government agencies and key allies and friends abroad to improve policy, planning, and execution of national and homeland security missions.

This means that the Department must grow a new kind of civilian leader who understands the operational environment and is comfortable working in remote regions of the world, dealing with local communities, adapting to foreign languages and cultures, working with networks, operating alongside or within the United Nations' organizations, and working alongside nongovernmental organizations to further U.S. and partner interests through personal engagement and persuasion. Given this Global War on Terrorism, leadership is a precious resource. It is in short supply and critical to the Nation's success. Senior executive leaders both military and civilian will need to partner with other nations and agencies to effectively lead and support the DoD mission in the 21st century.

The Secretary of Defense requested a set of recommendations for how best to shape and utilize the SES corps in view of the new leadership challenges and demands. At the Secretary's request, the Defense Business Board (DBB) developed recommendations for DoD consideration on May 31, 2006. These recommendations are being considered by a SES working group convened by the USD(P&R), who also is developing a comprehensive set of recommendations develop 21st century DoD SES leaders.

The Congress in National Defense Authorization Act (NDAA) 2005 called for a report by 2007 "providing an assessment of, and initiatives to improve, the performance in joint matters of senior civilian officers and employees in the Office of the Secretary of Defense, the Defense Agencies, and the military departments; senior noncommissioned officers; and senior leadership in the reserve components." The pilot will serve as one initiative to address the NDAA mandate.

PILOT PROGRAM FOR THE RECRUITMENT OF SENIOR EXECUTIVE SERVICE  
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# TAB B



THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20318-9999

CM-0479-06  
11 September 2006


MEMORANDUM FOR THE 21ST CENTURY SENIOR EXECUTIVE SERVICE  
LEADERS

Subject: Combatant Command Senior Executive Service (SES) Opportunities

1. I invite you to apply for 10 new SES positions at the combatant commands. The Department of Defense is transforming at an unprecedented rate and in ways not previously envisioned. To be successful, our senior leaders must guide the Department through this change into a more joint, interagency, and international environment.

2. The Joint Staff is partnering with the Under Secretary of Defense for Personnel and Readiness and the combatant commanders to conduct a pilot program to source new SES positions assigned to the combatant commands. Combatant commands lead and support the US Armed Forces and its strategic partners in the DOD national security mission. They serve and address these security challenges in a multi-Service, interagency, multinational, and global environment where speed, agility, and precision of action are critical to a strong, sound, and effective warfighting capability.

3. As a current SES member, you are encouraged to consider applying for these key joint executive positions. Enclosed is a brief description of the duties and qualifications required. Resumes may be submitted at [www.hr.dla.mil](http://www.hr.dla.mil). This is an opportunity for you to become a member of the leadership team at a joint organization with broad functional and geographical areas of responsibility, while enhancing your personal and professional experiences.

  
E. P. GIAMBASTIANI  
Admiral, U.S. Navy  
Vice Chairman  
of the Joint Chiefs of Staff

Enclosure

ENCLOSURE

**US PACIFIC COMMAND (USPACOM)  
Camp Smith, Hawaii**

Director, Forces, Resources, and Assessment (J-8), ES 301

Provides focused leadership for establishing, developing, assessing, and measuring USPACOM warfighting priorities and communicating those priorities to national leaders and DOD senior officials. This position is critical to mission accomplishment and keeping relevant information flowing to the senior leadership within the Office of the Secretary of Defense and the Joint Staff. Geographic combatant commanders serve a central role in the capabilities development process within Department of Defense. Whether through the Integrated Priority List or other program and budget reviews, USPACOM relies on the J-8 Director to spearhead and communicate efforts and results. Commensurate with this seniority in grade, the J-8 Director will personally engage with national-level officials including the Pentagon's acquisition executive, Under Secretary of Defense for Acquisition, Technology, and Logistics, and the Director of the Joint Staff. This uninhibited dialogue will be a key enabler for success. As the USPACOM officer of primary responsibility for DOD resource issues, the J-8 directorate influences allocation of billions of dollars for the Future Years Defense Plan.

**US EUROPEAN COMMAND (USEUCOM)  
Stuttgart, Germany**

Director, Joint Interagency Coordination Group (JIACG), ES-0301

Serves as the principal lead for joint interagency activity focused on developing and sustaining effective, durable, and lasting relationships as they pertain to joint and combined interagency activity. Directs the USEUCOM Joint Interagency Coordination Group. Leads the effort to develop and maintain transformational, efficient, and effective mechanisms for interagency planning and execution across the spectrum of conflict, including deliberate, crisis action, and time sensitive execution. Assesses existing capabilities to determine future programmatic, technical, and resource needs. Formulates, compares, and assesses new and adaptive operating concepts that employ new capabilities, organizational relationship, and agreements to determine whether they are sufficiently transformational to merit major investments in time and money. Makes policy recommendations as appropriate and ensures policy compliance.

Enclosure

**US SOUTHERN COMMAND (USSOUTHCOM)  
Miami, Florida**

Director, Programs and Resources (J-8), ES-501

Serves as the principal advisor to the Commander, USSOUTHCOM, on all fiscal matters. Responsible for the rapid resourcing of all activities in the USSOUTHCOM theater of operation. The position is critical to effectively plan, resource, and execute funds in support of the USSOUTHCOM role in the conduct of the War on Terrorism, USSOUTHCOM Theater Security Cooperation objectives, contingency operations, and counterdrug operations. These include operations and maintenance funds, procurement funds, and counterdrug funds.

Director, Joint Interagency Coordination Group (JIACG), ES-0301

JIACG Director is the command interagency coordinator responsible to interact with the Department of Defense and non-DOD agencies at the highest levels in order to coordinate and synchronize missions and activities within the command. Will be the principal advisor to the commander, staff, components, and Joint Task Forces (JTF) on all interagency matters. This position is critical to effectively integrate the US interagency, regional organizations, and nongovernment organizations (NGOs) into all USSOUTHCOM plans, operations, and activities.

Deputy Director, Strategy, Policy and Plans (J-5), ES-0301

Responsible for the dissemination of US political and/or military policy for the 30 nations and 11 dependencies in the USSOUTHCOM theater. Develops and articulates a broad framework for the Commander, USSOUTHCOM, strategy; policy; and plans to support US national security objectives. Identifies strategic requirements and provides advice on the alignment of resources and capabilities necessary to engage effectively regional nations to meet national security objectives through development of the theater security cooperation strategy. Provides oversight of the security assistance funding in excess of \$150M annually. Reviews and coordinates human rights policies with the interagency and NGOs within the AOR. Develops command-level strategic documents to include theater strategy and the counterdrug and/or counternarco-terrorism control strategy.

**US SPECIAL OPERATIONS COMMAND (USSOCOM)  
McDill Air Force Base, Florida**

President, Joint Special Operations University (JSOU); ES-1701  
(Duty Location: Hurburt Field, Florida)

Serves as the USSOCOM Commander's senior educator and principal advisor for all matters involving the commander's joint special operations education responsibilities outline in title 10 USC. Leads the Joint Special Operations University and USSOCOM in educational development, presentation, organization, and management tasks in the execution of those responsibilities. Provides oversight and executes USSOCOM's educational program. Provides strategic vision, tailored recommendations, discrete analysis, and fully developed concepts to the Commander, USSOCOM, SOF Service Component Commanders and the command's senior staff on joint educational requirements, programs of instruction and academic investment strategies. Is the primary voice in the academic arena for advancing a clear, consistent, and comprehensive understanding of joint special operations. Facilitates the integration of joint special operations capabilities, organization, doctrine, and operational processes into service and joint professional military education curriculum. Essential to maintain continuity of intuitional transformation required for delivery of military educational requirements demanded by new and emerging command missions to prosecute and synchronize DOD efforts in the War on Terrorism.

Program Executive Officer for Mobility, ES-1101

Plans and leads the transformational acquisition efforts for the comprehensive management of all USSOCOM special operations-peculiar systems and technology dealing with fixed wing, rotary wing, maritime, and ground platform acquisitions and modifications. Scope of responsibility includes the entire life cycle, system concept, technology development, system design and development, procurement, fielding, sustainment, and disposal of equipment. Exercises maximum freedom of action within the framework of broadly defined objectives and priorities. Directs program acquisition strategy and planning, decision risk analysis, scheduling, funding requirements for the program objective memorandum, funds allocation, design and engineering, production, deployment, and subsystem integration affecting all discrete craft and supporting components.

Director, Plans, Policy, and Strategy, ES-0301

Responsible for the overall planning for the War on Terrorism and oversees the planning efforts of all combatant commands and associated DOD agencies to produce coherent DOD-wide plan to combat terrorism. Ensures future concepts and requirements reflect the command strategic vision and are consistent with the strategic direction provided by the Joint Staff and the Office

of the Secretary of Defense. Responsible for building and international coalition of planners from numerous countries to produce successful multi-national campaign against terrorism. Responsible for coordinating and synchronizing with all US government agencies to ensure an understanding of DOD's roles, mission, and plans for defeating terrorist.

**US JOINT FORCES COMMAND (USJFCOM)  
Norfolk, Virginia**

Executive Director, Standing Joint Force Headquarters (SJFHQ), ES-0301

Provides oversight of critical warfighting missions as well as develop and sustain efforts to implement joint command and control (C2) initiatives to enhance warfighting readiness capabilities throughout the Department of Defense. Spearheads the implementation of SJFHQ organizations, training, and readiness standards at all regional combatant commands and continue to advocate for sustainment and evolution of the critical command initiative. Provides oversight and direction for \$250M+ funding and all aspects of implementing two operational core elements at USJFCOM and one core element at each regional combatant command prototyping new initiatives related to the SJFHQ(CE) construct; and institutionalizing the enabling capabilities of this construct into joint doctrine, joint training, joint organizations, and C2 equipment.

**US NORTHERN COMMAND (USNORTHCOM)  
Colorado Springs, Colorado**

Joint Forces Headquarters – National Capital Region (JFHQ-NCR) Deputy for Support, ES-340  
(Duty Location: Fort McNair, District of Columbia)

Responsible for land-based homeland defense, defense support to civil authorities (DSCA), and consequence management in the NCR. Provides key command for civil support to a multi-jurisdictional area that encompasses two states, six counties, four cities, and the District of Columbia. Provides DOD unity of effort for NCR homeland defense and civil support and serves as the single integrator for NCR-level interagency response and planning. Directs the formulation and execution of long-range strategic plans for the JFHQ-NCR, ensuring that the command's strategic initiatives are integrated with DOD homeland defense priorities. Provides executive-level direction on business process improvements and other transformational initiatives in support of the President's Management Agenda, Government Performance Review Act, and the DOD Business Transformation Agency. In addition, individual will oversee installation planning for base support installation functions across the NCR installations.