



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

MAR 10 2011

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
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INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTOR OF THE DOD FIELD ACTIVITIES

SUBJECT: Disposition of the Program Executive Office for 4<sup>th</sup> Estate Executive Lifecycle Management (PEO ELM)

Developing and maintaining a senior civilian workforce that possesses a broad background of skills and experience to support the warfighter and meet the continually changing demands of the Department remains a priority, and we have made significant progress in this area during the past two years.

The PEO ELM was established in 2009 to study and develop a cogent, collaborative way ahead to ensure effective and efficient management of the 4<sup>th</sup> Estate senior executive community. Due to the strong and sustained efforts of the PEO ELM, the 4<sup>th</sup> Estate ELM functions have matured into a more institutionalized, strategic capability, which can now be realigned from under my purview to an organization focused on managing and synchronizing 4<sup>th</sup> Estate executive activities.

Accordingly, effective immediately, I am directing the organizational realignment of all 4<sup>th</sup> Estate ELM functions to a centralized office under the DA&M. The DA&M will be responsible for leading policy development, strategic management, oversight, and reporting for the 4<sup>th</sup> Estate, in collaboration with the Under Secretary of Defense for Personnel and Readiness, in his policy role as the DoD Chief Human Capital Officer, and the Deputy Chief Management Officer, to incorporate a business approach into managing executive resources. Going forward, a close strategic partnership between these organizations will be necessary for effective Department-wide integration, synchronization, and execution of executive management policy.

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