



PERSONNEL AND
READINESS

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

FEB 24 2010

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Nominations for Joint Executive Management Program

I am announcing the Joint Executive Management (JEM) program, a pilot program for FY 2010 at the University of North Carolina Flagler Business School, Chapel Hill, North Carolina. This program of study will meet the requirement for Joint competency requirement at the awareness or baseline level. The program is aimed at deepening the business acumen of executives in a joint, inter-agency structured learning setting. Attached is the course description. The program is centrally funded by the Deputy Under Secretary of Defense (Civilian Personnel Policy). Components are responsible for funding travel, lodging and per diem for their executives.

By way of background, the Department of Defense (DoD) is developing an Executive Development Continuum to enhance the DoD competencies across the Senior Executive Service (SES) tiers. The Department is investing \$5M per year in Executive Development beginning in FY2010. The strategy for developing the Executive Development Continuum will leverage existing structured learning opportunities for General/ Flag Officers (G/FOs) and SES, as well as develop new learning opportunities to close gaps where they may exist. The Senior Executive Leadership Group developing the recommended Executive Development Continuum will complete its work by the end of March 2010. The proposal has been vetted with the Defense Executive Advisory Board and Component leadership prior to adoption.

This current structured learning opportunity became available through existing Department of Army agreements with the University of North Carolina. The program was tailored to address the DoD Joint competency requirements and incorporate curriculum from a similar course offered by the Department of the Navy for its executives. This course will be piloting an enterprise-wide, Joint curriculum for a future, graduate-level foundational business program for executives.

Each Component has a quota of five seats allocated for each course. Please send your nominations to Suzanne Torres, Senior Executive Management Office, Civilian Personnel Management Service through each of your Senior Executive Management Offices. The Military Departments are to include COCOM SES nominations. Please identify five primary candidates and two alternates using the attached form.



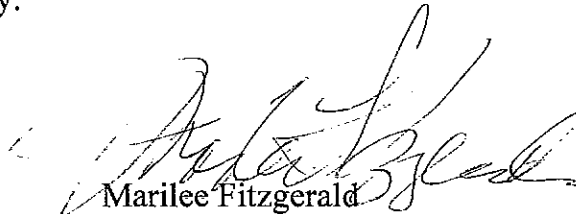
This course is scheduled for four offerings in FY 2010 to ensure we reach as many Executives as possible and gain valuable feedback on the course curriculum, applicability and usefulness for our Senior Executive Corps. Course offerings are as follows:

April 11-16, 2010
May 9-14, 2010
June 27-July 2, 2010
August 11-18, 2010

Due to the high demand and limited capacity for this course, Executives nominated for this course must have prior supervisor approval and, once confirmed to attend, must attend, absent a family or medical emergency. Any requests to drop from a course must be provided to me for a final determination.

All nominations, using the attached form, must be submitted to Ms. Suzie Torres at Suzanne.torres@cpms.osd.mil NLT March 15, 2010 for the April 2010 class and NLT April 1, 2010 for the remaining classes. Questions should also be addressed to Ms. Torres (703) 696-0475.

This is a special opportunity for our Department's senior executives to further enhance their business acumen in a joint operational environment, and network with other SES members throughout DoD and the interagency. I encourage you to take full advantage of this opportunity.



Marilee Fitzgerald
Acting Deputy Under Secretary
Civilian Personnel Policy

Attachments:
As stated

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Joint Executive Management (JEM) Program

Location: University of North Carolina
Flagler Business School
Chapel Hill, North Carolina

Frequency: Four sessions in 2010

Duration: 1 week

DoD Course Manager

For Senior Executive Service Attendees:

Suzie Torres, CPMS

DoD Senior Executive Management Office

suzanne.torres@cpms.osd.mil

Phone: (703) 696-1327

Description:

JEM is a course designed to deepen the business acumen of Senior Executives in a joint educational environment. This course provides DoD and Inter-Agency Executives the opportunity to collaborate and share ideas and viewpoints in an educational setting. This course provides awareness level competency in support of the Joint Competency requirement. Program topics include: The role of Senior Executives in the Joint Environment, Executive decision making, Strategic plan diagnosis and execution, Negotiations and collaboration, Managing people, Driving organizational change, and Customer focus.

Target Population:

- Tier 1 and Tier 2 Executives who will benefit most based on current position and future potential.

DoD Institutional Competencies Addressed:

- Joint Perspective
- Enterprise Perspective
- Leadership
- Business Acumen

Funding:

Tuition is OSD-funded. Units are responsible for funding travel to and from the seminar location.

Pre-Course Requirements:

No pre-course requirements.

Remarks:

Approximately 60% of the time will be spent in classroom instruction. The remainder of the time will be spent in breakout sessions to apply analytic frameworks and models learned in class to real world situations.

JOINT EXECUTIVE MANAGEMENT PROGRAM NOMINATION FORM

April 10-16

Name	Phone #	Email	Supervisor's Name	Supervisor's Contact #
1				
2				
3				
4				
5				
Alternate				
Alternate				

May 9-14

Name	Phone #	Email	Supervisor's Name	Supervisor's Contact #
1				
2				
3				
4				
5				
Alternate				
Alternate				

June 27 - July 2

Name	Phone #	Email	Supervisor's Name	Supervisor's Contact #
1				
2				
3				
4				
5				
Alternate				
Alternate				

August 11-18

Name	Phone #	Email	Supervisor's Name	Supervisor's Contact #
1				
2				
3				
4				
5				
Alternate				
Alternate				



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SUBJECT: Nominations for Joint Executive Management Program- Amended

This memorandum amends the previously announced August course offering date for the Joint Executive Management (JEM) Program. The August course will be held from August 8, 2010 through August 13, 2010. Also, this memo amends the previous memorandum to clarify that Components will only be responsible for providing travel and per diem costs for their executives. Lodging is included in the overall cost in which the Deputy Under Secretary of Defense (Civilian Personnel Policy) will centrally fund.

A handwritten signature in black ink, appearing to read "Marilee Fitzgerald".

Marilee Fitzgerald
Acting Deputy Under Secretary
Civilian Personnel Policy



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