



THE SECRETARY OF DEFENSE  
WASHINGTON, THE DISTRICT OF COLUMBIA

JUN 10 2009

230 SUPERGRADUES

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5 JUN 09

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

SUBJECT: Participation in and Support of the APEX Orientation Program for the Department's New Senior Executive Service (SES) Members

Twice annually, we conduct the APEX Orientation Program for the Department's new SES members. Much like CAPSTONE for new general and flag officers, APEX provides a valuable opportunity for senior military and civilian leaders to interact and discuss current issues of importance to the Department.

APEX involves activities in the Pentagon and Washington, DC area, combined with visits to organizations in the field. These activities increase participants' understanding of key Department policies, priorities, and initiatives. APEX also provides an opportunity for those in the field and in other agencies to interact with the Department's emerging leaders.

Many of you and your staff members already participate in and support APEX, and many of your senior executives have attended the program. Feedback uniformly highlights first-hand that personal interactions are one of the most valuable parts of the APEX experience. In that regard, I encourage your personal participation and support. This will ensure that APEX continues to provide our senior executives the framework and tools they need for success.

*Robert M. Gates*  
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