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THE SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1000

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
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 New DoD  
Members of the Senior Executive Service

Twice annually, once in the spring and once in the fall, we conduct the APEX Orientation Program for new members of the Senior Executive Service from across the Department of Defense. Much like CAPSTONE (for new general and flag officers), APEX provides a valuable opportunity for senior military and civilian leaders to interact with one another and to discuss current issues of mutual interest.

APEX involves activities in the Pentagon and Washington, DC area, combined with visits to organizations in the field. These activities give participants the opportunity to increase their understanding of key DoD policies, priorities, and initiatives. APEX also provides an opportunity for people in the field and in other agencies to interact with DoD'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 from previous participants uniformly highlights first-hand personal interactions as one of the most valuable parts of their APEX experience. In that regard, I encourage your personal participation and support, and that of your senior staff members. This will ensure that APEX continues to provide our senior executives the framework and tools they need for success.



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