POSITION DESCRIPTIONS

# Deputy Secretary

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POSITION DESCRIPTION

# Deputy Secretary, Department of Agriculture

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| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | To facilitate the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products, and promote fair and competitive trading practices for the overall benefit of consumers and American agriculture. |
| Position Overview | As per the GPRA Modernization Act of 2010, the deputy secretary is also the chief operating officer. The deputy secretary historically serves as a partner to the secretary, managing day-to-day operations and addressing issues that need not require the secretary’s attention. Depending upon the deputy secretary’s strengths, she or he may frequently interact with Congress and/or stakeholder groups (industry groups, food safety advocates, hunger advocates, etc.) and may travel domestically and internationally to advance departmental goals and invite public/stakeholder feedback. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Agriculture |
| **RESPONSIBILITIES** | |
| Management Scope | The department had 94,265 employees and a budget authority of $142.471 billion in FY 2015. The deputy secretary shares support staff with the secretary and may have one confidential assistant. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Monitors budget status in conjunction with the chief financial officer (CFO) and develops budget requests in conjunction with the Office of Budget and Policy Analysis (OBPA) * May serve as liaison to USDA Inspector General * Interacts with stakeholder groups representing commodities, nutrition advocates, food safety advocates and environmental protection advocates |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Experience conducting Congressional briefings and testifying before Congress * Understanding of farm policy (including government managed dairy and sugar programs), the regional divides within agriculture, the evolution of farm policy to market-oriented support, and the food vs. fuel debate * Understanding of international trade strengths and potential, the World Trade Organization, internationally recognized standards set by the World Organization for Animal Health (known as OIE) * Knowledge of the regulatory responsibilities of the Animal and Plant Health Inspection Service (APHIS) and the Food Safety and Inspection Service (FSIS) * Understanding of the market sensitivity of the World Agricultural Supply and Demand Estimates (WASDE) compiled by USDA |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Michael Scuses (2016-present) – Under Secretary for Farm and Foreign Agricultural Services and President of the USDA Commodity Credit Corporation; Chief of Staff to Governor Ruth Ann Minner; Delaware Secretary of Agriculture; President of the Northeast Association of State Departments of Agriculture; Vice President of the National Association of State Departments of Agriculture; Chairman of the Kent County Regional Planning Commission in Delaware; Chairman of USDA's Delaware FSA Committee. | |
| Krysta Harden (2013-2016) – chief of staff to Secretary of Agriculture Tom Vilsack; assistant secretary of Agriculture for Congressional Relations; CEO of the National Association of Conservation Districts (NACD); worked with the American Soybean Association as senior vice president of Gordley Associates; staff director for the House subcommittee on Peanuts and Tobacco; chief of staff and press secretary for former Congressman Charles Hatcher. | |
| Kathleen A. Merrigan (2009-2013) – Assistant Professor and Director of the Agriculture, Food and Environment graduate program at the Friedman School of Nutrition Science and Policy at Tufts University; Administrator of the USDA Agricultural Marketing Service. | |
| Charles F. Conner (2005-2009) – President of the Corn Refiners Association, Inc.; Majority and Minority Staff Director with the United States Senate Committee on Agriculture, Nutrition and Forestry; Agricultural Legislative Assistant to Senator Richard Lugar. | |

Note: Unless otherwise cited, this information was adapted from work produced by the Romney Readiness Project and public websites, and refined through interviews with the Partnership for Public Service’s COO SAGE (Strategic Advisor to Government Executives) community.

POSITION DESCRIPTION

# Deputy Secretary, Department of Commerce

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science, and Transportation |
| Agency Mission | To create the conditions for economic growth by promoting job creation, sustainable development and improved standards of living for all Americans and by working in partnership with businesses, universities, communities and our nation's workers. |
| Position Overview | The deputy secretary shall serve as the principal deputy to the secretary in all matters affecting the department. As per the GPRA Modernization Act of 2010, the deputy secretary is also the chief operating officer. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Commerce |
| **RESPONSIBILITIES** | |
| Management Scope | The department employed approximately 40,720 FTE and operated under a $13.99 billion budget in FY 2015. The agency has a very diverse grab bag of issues ranging from international trade, the Census, NOAA, and NIST technology. The deputy secretary typically has a small staff which supports his/her operations, including a chief of staff and a few special assistants. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Skills sets that are complementary to the Secretary |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Strong communicator |
| **PAST APPOINTEES** | |
| Rebecca Blank (2010-2013) – Under Secretary for Economic Affairs and head of the Economics and Statistics Administration; Robert S. Kerr Senior Fellow at the Brookings Institution and Dean of the Gerald R. Ford School of Public Policy at the University of Michigan; co-director of UM’s National Poverty Center | |
| Dennis F. Hightower (2009-2010) – CEO of Europe Online Networks S.A.; a senior executive of The Walt Disney Company | |
| John J. Sullivan (2008-2009) – General Counsel at Commerce; Deputy General Counsel of the US Department of Defense; a partner at Mayer, Brown, Rowe & Maw LLP | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Homeland Security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Government Affairs |
| Agency Mission | To ensure that homeland is safe, secure, and resilient against terrorism and other potential threats. |
| Position Overview | The Deputy Secretary of Homeland Security is delegated the full power and authority to act for the Secretary and exercises the power of the Secretary on any and all matters for which the Secretary is authorized pursuant to law. As Chief Operating Officer, the Deputy is also responsible for day-to-day business and management of operations and personnel. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the Department of Homeland Security total budget authority was $63.506 billion and the total FTE were 217,837. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Prevent terrorism and enhance our nation’s security. * Secure and manage our borders. * Enforce and administer immigration laws. * Safeguard and secure cyberspace. * Ensure resilience in disasters. * Provide support to ensure national and economic security. |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Experience and expertise with risk management * Background and expertise with cyber security threats |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Alejandro Mayorkas (2013 to Present) – Director of United States Citizenship and Immigration Services; member of President Obama’s justice Department review team; attorney | |
| Jane Holl Lute (2009 to 2013) – United Nations Assistant Secretary-General for Peacebuilding Support;Assistant Secretary-General for Mission Support in the Department of Peacekeeping Operations; Second Lieutenant in the Army | |
| Paul Schneider (2008 to 2009) – Under Secretary for Management at the DHS; defense and aerospace consultant; Senior Acquisition Executive of the National Security Agency | |
| Michael Jackson (2005 to 2007) – Deputy Secretary of the U.S. Department of Transportation; Chief Operating Officer at Lockheed Martin IMS’s Transportation Systems and Services; Senior Vice President of AECOM Technology Corporation, responsible for AECOM government relations and international business development | |
| James Loy (2003 to 2005) – Deputy Undersecretary for the Transportation Security Administration; Commandant of the United States Coast Guard | |
| Gordon England (2003 to 2005) – Deputy Secretary of Defense; Secretary of the Navy; Executive Vice President of General Dynamics Corporation | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Defense

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| **OVERVIEW** | |
| Senate Committee | Armed Service |
| Agency Mission | The mission of the Department of Defense is to provide the military forces needed to deter war and to protect the security of our country. |
| Position Overview | The U.S. Deputy Secretary of Defense is delegated full power and authority to act for the Secretary of Defense and exercises the powers of the Secretary on any and all matters for which the Secretary is authorized pursuant to law. Included among these authorities is serving as the Chief Management Officer and Chief Operating Officer of the Department of Defense. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the Department of Defense budget was $560.4 billion dollars and the total number of civilian FTEs was 756,334. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Exceptional public relations skills * Exceptional communications and negotiation skills * Strong understanding of and ability to work with leaders in private industry |
| **PAST APPOINTEES** | |
| Robert O Work (2014 to Present) – undersecretary of the Navy; part of President Obama’s department of defense transition team; an adjunct professor at George Washington University teaching defense analysis and roles and missions of the armed forces; directed and analyzed war games for the Office of Net Assessment and for the Office of the Secretary of Defense; served in the Marine Corps for 27 years | |
| Ashton Carter (2011 to 2013) – Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L); Chair of International Global Affairs at Harvard University’s John F. Kennedy School of Government and Co-Director of the Preventive Defense Project; Assistant Secretary of Defense for Global Strategic Affairs; legislative counsel for defense and arms control matters for Senator Edward Kennedy | |
| William Lynn (2009 to 2011) – Senior Vice president of Government Operations and Strategy Director at Raytheon; Under Secretary of Defense | |
| Gordon England (2005 to 2009) – Secretary of the Navy; Executive Vice President of General Dynamics; Deputy Secretary for the Department of Homeland Security | |
| Paul Wolfowitz (2001 to 2005) – Undersecretary of Defense for Policy; Ambassador to Indonesia; Assistant Secretary of State for East Asian and Pacific Affairs | |

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POSITION DESCRIPTION

# Deputy Attorney General, Department of Justice

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| **OVERVIEW** | |
| Senate Committee | Judiciary |
| Agency Mission | To enforce the law and defend the interests of the United States according to the law, ensure public safety against foreign and domestic threats, provide federal leadership in preventing and controlling crime, seek just punishment for those guilty of unlawful behavior and ensure fair and impartial administration of justice for all Americans. |
| Position Overview | The Deputy Attorney General manages the entire department under the direction of the Attorney General. As per the GPRA Modernization Act of 2010, the deputy head is also the chief operating officer. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion with $26.227 billion in discretionary spending and $6.909 billion in mandatory spending. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Has particular responsibility over the components that deal with criminal and national security law * Coordinates the activities of the United States Attorneys |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Familiarity with the federal budget process preferred * Excellent legal credentials and experience * Proven crisis management abilities * Frequently a former prosecutor |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Highest level of integrity and professional ethics |
| **PAST APPOINTEES** | |
| Sally Yates (2015 to Present) – Vice Chair of the Attorney General’s Advisory Committee; U.S. Attorney's Office for the Northern District of Georgia; lead prosecutor in the prosecution of Olympic bomber Eric Rudolph | |
| James M. Cole (2010 to 2015) – attorney in private practice; various non-political positions in the Department of Justice | |
| David Ogden (2009 to 2010) – attorney in private practice; Counselor to the US Attorney General; Deputy General Counsel in Department of Justice; Legal Counsel in Department of Justice; Associate Deputy Attorney General in Department of Justice | |
| Mark Filip (2008 to 2009) – attorney in private practice; the United States District Court Judge for the Northern District of Illinois; Assistant United States Attorney in Chicago | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Education

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| **OVERVIEW** | |
| Senate Committee | Health, Education, Labor, and Pensions |
| Agency Mission | To promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access. |
| Position Overview | The Deputy Secretary focuses on the development and implementation of policies, programs, and activities relating to elementary and secondary education matters. This mission addresses a wide spectrum of interests ranging from safe and drug free schools, special education and rehabilitative services, to the education of students living in poverty and students with linguistically and culturally diverse backgrounds, and the promotion of educational reforms.  The Deputy Secretary also has responsibility for the conduct of the intergovernmental relations of the Department in accordance with the Department of Education Organization Act, as amended. As per the GPRA Modernization Act of 2010, the deputy secretary is also the chief operating officer. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Education |
| RESPONSIBILITIES | |
| Management Scope | The 2015 Department of Education Budget was $67.135 billion in discretionary spending, $20.378 billion in mandatory spending, and had 4,081 FTE. The Office of Innovation and Improvement reports directly to the Deputy Secretary. In addition, the Office of Small and Disadvantaged Business Utilization, Performance Improvement Office, and Risk Management Service report to the Office of the Deputy Secretary. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * State-level experience (i.e. Governor or State Superintendent) * Higher-Ed & K-12 background (both necessary, not one or the other) |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| James Cole Jr (January 2016 to Present) acting – General Counsel of the State Department; board of directors of the NAACP Legal Defense and Educational Fund; board of trustees of Prep for Prep, a New York City-based youth leadership development program | |
| John King Jr (January 2014 to March 2016) acting – principal senior advisor at the department; U.S. Department of Education's Equity and Excellence Commission; board of New Leaders for New Schools; Commissioner of Education for the State of New York | |
| James H Shelton (May 2013 to January 2015) – program director for education at the Bill & Melinda Gates Foundation; McKinsey & Company advisor to CEOs and other executives on issues related to strategy; launched, acquired, and operated education-related businesses at Knowledge Universe, Inc. | |
| Anthony Wilder Miller (January 2009 to July 2013) – operating partner with the investment firm Silver Lake Partners; executive vice president of operations at LRN Corporation; partner specializing in growth strategies, operating performance improvement, and restructuring for companies at McKinsey & Company | |
| Raymond Simon (2005 to 2009) – Chief State School Officer for Arkansas; superintendent of the Conway (Arkansas) School District | |
| Eugene Hickok (2003-2005) – Secretary of the Pennsylvania Department of Education; founding Member and Chairman of Education Leaders Council | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Energy

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| **OVERVIEW** | |
| Senate Committee | Energy and Natural Resources |
| Agency Mission | To ensure America's security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions. |
| Position Overview | The Deputy Secretary of Energy assists the Secretary of Energy in fulfillment of the responsibilities and missions described in the Secretary’s description and should be prepared to represent the agency in all matters in case the Secretary is unavailable. As per the GPRA Modernization Act of 2010, the deputy secretary is also the chief operating officer. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Energy |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the Department of Energy had a budget of $27.391 billion. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Should ensure that the President, Secretary and other Senior Administration officials receive timely, authoritative, unbiased analysis and advice on national and international energy market trends and developments, and ensure this perspective is available to the President and senior officials in the planning of economic, homeland security, foreign affairs and defense strategy and policymaking. |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Should be familiar with how energy markets function and understand and appreciate the importance of ample and sound data, information and market analysis |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Elizabeth Sherwood-Randall (2014-Present) – Special Assistant to the President and Senior Director for European Affairs at the National Security Council; White House Coordinator for Defense Policy, Countering Weapons of Mass Destruction, and Arms Control; worked at Stanford University, at Harvard University, and at the Council on Foreign Relations; Deputy Assistant Secretary of Defense for Russia, Ukraine, and Eurasia | |
| Daniel B. Poneman (2009-2013) – principal of The Scowcroft Group, providing strategic advice to corporations on a wide variety of international projects and transactions; associate at Covington & Burling; partner at Hogan & Hartson, assisting clients in regulatory, policy and transactional matters, international arbitration, commercial real estate financing, export controls, and sanctions and trade policy | |
| Clay Sell (2005-2008) – Special Assistant to the President for Legislative Affairs; member of the President’s National Economic Council and Special Assistant to the President for Economic Policy; Staff Director and Majority Clerk of the Senate Energy and Water Development Appropriations Subcommittee; served on the Bush-Cheney Transition as part of the energy policy team; Administrative Assistant for Congressman Mac Thornberry of Texas | |
| Kyle McSlarrow (2002-2005) – DOE Chief of Staff; VP of Political and Government Affairs for Grassroots.com; National Chairman for the Quayle 2000 Presidential Campaign; U.S. Senator Paul Coverdell’s Chief of Staff | |

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POSITION DESCRIPTION

# Deputy Administrator, Environmental Protection Agency

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| **OVERVIEW** | |
| Senate Committee | Environment and Public Works |
| Agency Mission | To protect human health and the environment. |
| Position Overview | The Deputy Administrator acts as EPA’s chief operating officer, managing the day-to-day activities of the agency, including overseeing the budget, regulatory process, and administrative issues. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | The Administrator of the EPA |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the EPA had a budget of $8.1 billion and in 2014 had 14,536 employees. The Deputy Administrator has one direct report, the chief of staff to the Deputy (also known as the Associate Deputy Administrator). However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Familiarity with the agency’s existing organization, regulatory processes, and culture * Ability to immediately and effectively assume the Administrator’s job * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Excellent communication skills to convey Administrator’s messages through congressional testimony, press events, and meetings with stakeholders * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Stanley Meiburg (acting) (2015-Present) – Deputy Regional Administrator of EPA's Region 4 office in Atlanta; Deputy Regional Administrator in EPA’s Region 6 office in Dallas; Director of Region 6's Air, Pesticides and Toxics Division; Director of the Planning and Management Staff of EPA’s Office of Air Quality Planning and Standards in Durham, North Carolina | |
| Bob Perciasepe (2009-2014) – chief operating officer at the National Audubon Society; Secretary of the Environment for the State of Maryland; senior official for the City of Baltimore | |
| Marcus C. Peacock (2005-2009) – OMB associate director for Natural Resources, Energy, and Science; staff director for the U.S. House of Representatives Transportation and Infrastructure committee Oversight and Emergency Response subcommittee | |
| Stephen L. Johnson (2004-2005) – Assistant Administrator of the Office of Prevention, Pesticides, and Toxic Substances; over 20 years of service at the EPA; Director of Operations at Hazelton Laboratories Corporation and Litton Bionetics, Inc. | |

Note: Unless otherwise cited, this information was adapted from work produced by the Romney Readiness Project and public websites, and refined through interviews with the Partnership for Public Service’s COO SAGE (Strategic Advisor to Government Executives) community.

POSITION DESCRIPTION

# Deputy Secretary, Department of Health and Human Services

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | To enhance and protect the health and well-being of all Americans |
| Position Overview | The deputy secretary is the second-ranking official at HHS and a key advisor to the secretary. The deputy secretary shall serve as the acting secretary in the event of a vacancy in that office (42 U.S.C. § 3501 note).  As per the GPRA Modernization Act of 2010, the deputy secretary is also the chief operating officer of HHS (31 U.S.C. § 1123). In this capacity, the deputy secretary is responsible for the operations of the largest civilian department in the federal government, programs related to public health, medical research, food and drug safety, welfare, child and family services, disease prevention, Indian health, and mental health services, as well as Medicare and Medicaid. |
| Compensation | Executive Schedule Level II, $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | The Department of Health and Human Services is one of the largest Cabinet agencies in government which as of 2015 has 75,567 FTEs and a budget authority of $1.045 trillion with $1.027 trillion in total outlays. The deputy secretary does not have a very large personal staff and is assisted by a principal associate deputy secretary, two associate deputy secretaries, and three staff assistants to complete these duties. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Involved in the development and approval of HHS regulations |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Ability to articulate and communicate president’s vision for the American health care system to stakeholders and the American public * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Mary Wakefield (2015-Present) (acting) – administrator of the Health Resources and Services Administration (HRSA); assistant dean and professor at the University of North Dakota; chief of staff for two United States senators | |
| Bill Corr (2009-2015) – executive director of the Campaign for Tobacco-Free Kids; chief counsel and policy director for U.S. Senate Minority Leader Tom Daschle; chief of staff for the Department of Health and Human Services | |
| Tevi Troy (2007-2009) – deputy assistant to the president for domestic policy; deputy assistant secretary for policy at the Department of Labor; policy director for Sen. John Ashcroft | |
| Alex M. Azar II (June 2001- 2007) – general counsel at HHS; partner with the law firm of Wiley Rein; Associate with Kirkland & Ellis | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Housing and Urban Development

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, and Urban Affairs |
| Agency Mission | Create strong, sustainable, inclusive communities and quality, affordable homes for all. |
| Position Overview | The Deputy Secretary of Housing and Urban Development is the chief operating officer of the United States Department of Housing and Urban Development. The Deputy Secretary assists the Secretary in the performance of his/her duties and responsibilities, and serves as Acting Secretary in the absence of the Secretary. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Department of Housing and Urban Development |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the HUD budget was $44.115 billion with 8,260 FTEs and regional and field offices located throughout the nation. Non-PAS positions at the Department of Housing and Urban Development would report to the deputy secretary. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Be a known entity within housing, mortgage finance, real estate or related fields, or served as an elected official at the state or federal level * Working knowledge of applicable committees and sub-committees including House Financial Services Committee; Senate Committee on Banking, Housing, and Urban Affairs; House/Senate Appropriations * Familiarity with the numerous trade associations including for-profit and non-profit owners/developers/managers and stakeholder organizations that deal with HUD issues as part of their respective missions and objectives |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Nani Coloretti (2014 to Present) – Assistant Secretary for Management at the United States Department of the Treasury; Treasury Department's Deputy Assistant Secretary for Management and Budget; helped establish the Consumer Financial Protection Bureau as its Acting Chief Operating Officer; led the development and implementation of San Francisco's $6 billion dollar annual budget and advised the Mayor on multiple policy areas | |
| Maurice Jones (2012 to 2014) – President and publisher of Pilot Media; Vice President of the Landmark Publishing Group within Landmark Media Enterprises; Deputy Chief of Staff to former Virginia Governor Mark Warner; Commissioner for the Virginia Department of Social Services; Legal Counsel, Deputy Director for Policy and Programs, and Director of the Community Development Financial Institutions (CDFI) Fund at the Department of the Treasury | |
| Ron Sims (2009 to 2011) – Executive for King County, Washington | |
| Roy Bernardi (2004 to 2009) – Assistant Secretary for Community Planning and Development at HUD; 51st Mayor of the City of Syracuse, New York | |
| Alphonso Jackson (2001-2004) – president of American Electric Power-Texas; vice president of corporate resources for CSW Energy and International in Dallas; Chairman of Texas General Services Commission; president and chief executive officer of the Housing Authority of the City of Dallas; director of the U.S. Department of Public and Assisted Housing for Washington, D.C | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of the Interior

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| **OVERVIEW** | |
| Senate Committee | Energy and Natural Resources |
| Agency Mission | To protect and manage the nation's natural resources and cultural heritage; provide scientific and other information about those resources; and honor its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities. |
| Position Overview | The deputy secretary is the second highest ranking official at the Interior Department with statutory responsibilities as the Chief Operating Officer. The deputy secretary is a key leader in implementing the administration's priorities for the Department of the Interior, including water policy and relations, as well as serving as the head of the department's Land Buy-Back Program, the land consolidation component of the Cobell Settlement. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Department of the Interior |
| **RESPONSIBILITIES** | |
| Management Scope | The Department of the Interior has more than 70,000 employees and an annual budget of approximately $12 billion. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Mike Connor (2014-present) – Commissioner of the Bureau of Reclamation; Counsel to the U.S. Senate Energy and Natural Resources Committee; Director of the Secretary's Indian Water Rights Office | |
| David J. Hayes (2009-2013) – Team Lead for Obama Transition: Energy and Environment Agencies, President-elect Obama's Transition Team; Partner and Global Chair, Environment, Land and Resources Department at Latham & Watkins | |
| Lynn Scarlett (2005-2009) – Assistant Secretary—Policy, Management and Budget, US Department of the Interior | |
| Steven Griles (2001-2004) – Partner, National Environmental Strategies; Senior Vice President, The United Company | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Labor

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| **OVERVIEW** | |
| Senate Committee | Health, Education, Labor, and Pensions |
| Agency Mission | To foster and promote the welfare of job seekers, wage earners and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment and protecting benefits. |
| Position Overview | The Deputy Secretary provides direct management support to the Secretary of Labor and to the department’s agencies and national and regional offices. He or she serves as the Chief Operating Officer of the labor department. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Labor |
| **RESPONSIBILITIES** | |
| Management Scope | The Department of Labor budget for FY 2015 was $45.059 billion with $33.113 billion in mandatory spending and $11.945 billion in discretionary spending. In FY 2015 DOL had 16,583 FTE. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Serve as Acting Secretary in the Secretary’s absence. * Develop and support the implementation of the department’s budget |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Experience in public administration and private business * Experience managing employees, business profit and loss |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Understanding of federal regulatory and legislative processes |
| **PAST APPOINTEES** | |
| Chris Lu (2014 to Present) – White House Cabinet Secretary; Executive Director of the Obama-Biden Transition Project; worked in President Obama’s Senate office | |
| Seth Harris (2009 to 2013) – member of the Agency Review Working Group for the Obama Biden Presidential Team; Professor of Law and Director of Labor & Employment Law Programs at [New York Law School](https://en.wikipedia.org/wiki/New_York_Law_School) | |
| Howard Radzely (2007 to 2009) – Solicitor of Labor; Deputy Solicitor of Labor | |
| Steven Law (2003 to 2007) – Office of the Secretary of Labor Chief of Staff; executive director of the National Republican Senatorial Committee; chief of staff to Sen. Mitch McConnell | |
| Cam Findlay (2001 to 2003) – partner at Sidley Austin Brown & Wood; served in the administration of former President George H.W. Bush at the White House and at the Department of Transportation | |

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POSITION DESCRIPTION

# Deputy Director Management, Office of Management and Budget, Executive Office of the President

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Government Affairs |
| Agency Mission | To serve the president of the United States in implementing his vision across the executive branch, including budget development and execution, oversight of agency performance and coordination and review of significant federal regulations. |
| Position Overview | The Deputy Director for Management serves as the nation’s first Federal Chief Performance Officer (CPO). The DDM/CPO develops and executes a government-wide management agenda that includes information technology, financial management, procurement, performance, and human resources. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Director of the OMB |
| **RESPONSIBILITIES** | |
| Management Scope | The management side of OMB is comprised of five offices that oversee and coordinate the Administration’s procurement, financial management, e-government, performance and personnel management, and information and regulatory policies. In each of these areas, OMB’s role includes not only administrative management functions, but also program and policy management (e.g., program delivery and outcomes).This responsibility is central to OMB’s efforts to assist in agency strategic planning, goal-setting, performance measurement, information management, evaluation, and policy research. The management offices develop and oversee the President’s management plan and other government-wide management policies, and work primarily with and through the RMOs and the agencies to ensure that these policies are implemented.  The OMB FY 2015 budget request was $91.75 million. There were 457 OMB FTE in FY 2015. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Beth Cobert (2013-Present) – director and senior partner at McKinsey and Co.; roles at McKinsey and Co. primarily in consumer-facing industries such as financial services, health care and telecom | |
| Jeffrey Zients (2009-2012) – 20 years in the private sector as a CEO, management consultant and entrepreneur; CEO and Chairman of The Advisory Board Company; Chairman of the Corporate Executive Board; management consulting developing strategies and improving operations of Fortune 1000 companies | |
| Clay Johnson (2003-2009) – Assistant to the President for Presidential Personnel; Executive Director of the Bush-Cheney Transition; Chief of Staff for Governor George W. Bush; Appointments Director for Governor George W. Bush | |
| Mark Everson (2002-2003) – controller of the Office of Federal Financial Management; vice president of finance for LSG Sky Chefs; executive commissioner and deputy commissioner with the Immigration and Naturalization Service | |

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POSITION DESCRIPTION

# Deputy Director, Office of Management and Budget, Executive Office of the President

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| **OVERVIEW** | |
| Senate Committee | Budget jointly with Homeland Security and Government Affairs |
| Agency Mission | To serve the president of the United States in implementing his vision across the executive branch, including budget development and execution, oversight of agency performance and coordination and review of significant federal regulations. |
| Position Overview | The deputy director of OMB assists the director in overseeing the preparation of the federal budget and supervising its administration in the executive branch agencies. The deputy also acts in place of the director when the director is absent or unable to perform his or her duties (31 U.S.C. § 502). |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Director of OMB |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB FY 2015 budget request was $91.75 million. There were 457 OMB FTE in FY 2015. |
| Primary Responsibilities | * Assists the Director in budget development * Represents OMB in WH Policy Council deliberations at the Deputy level * Assists the Director in coordinating and reviewing all significant Federal regulations by executive agencies, to ensure that economic and other impacts are assessed as part of regulatory decision-making, along with review and assessment of information collection requests * Assists the Director with legislative clearance and coordination (review and clearance of all agency communications with Congress, including testimony and draft bills) to insure consistency of legislative views and proposals with presidential policy * Assists the Director with executive orders and presidential memoranda to agency heads and officials * Functions as the Director’s direct link to the OMB support offices (General Counsel, Legislative Affairs, Strategic Planning and Communications, Management and Operations Division, Economic Policy, Legislative Reference Division, Budget Review, and Performance and Personnel Management); Resource Management Offices (RMOs: Natural Resources Programs, Education, Income Maintenance and Labor Programs, Health Programs, General Government Programs, National Security Programs) * Negotiates with Congressional Committees (usually at the staff level) and testifies as an OMB witness |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Good relationships within Congress to facilitate Director’s support of the President’s budget |
| Competencies | * Ability to process the President’s full agenda in the context of the budget preparation and administration, while assisting the Director’s oversight of the largest component of the executive office of the President * Ability to negotiate and resolve conflicts between competing interests in the executive branch agencies and programs, in support of the Director and in furtherance of the President’s agenda * Ability to communicate effectively with the OMB support offices heads and the RMO’s on behalf of the Director and in furtherance of the President’s economic policies |
| **PAST APPOINTEES** | |
| Beth Cobert (Acting 2015-present) – Director and Senior Partner at McKinsey & Company; board member and chair of the United Way of the Bay Area; member of the Stanford Graduate School of Business Advisory Council | |
| Brian Deese (2013-2015) – senior policy analyst for economic policy at the Center for American Progress; Deputy Director of the NEC; Special Assistant to the President for economic policy; member of the Economic Policy Working Group for the presidential transition; economic advisor to the Obama-Biden campaign; economic policy advisor for the Clinton campaign | |
| Heather Higginbottom (2011-2013) – Deputy Director of the Domestic Policy Council; founded and served as Executive Director of the American Security Project, a national security think tank; Deputy National Policy Director for the Kerry-Edwards Presidential Campaign; Legislative Assistant in office of then Senator John Kerry | |
| Stephen McMillin (2006-2009) – deputy assistant to the President and advisor to Chiefs of Staff Andrew Card and Joshua Bolten; OMB’s Associate Director for General Government Programs; staff of the Senate Committee on Banking, Housing and Urban Affairs; Legislative Director, Financial Economist, and Legislative Assistant for Senator Phil Gramm | |

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POSITION DESCRIPTION

# Deputy Administrator, Small Business Administration

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| **OVERVIEW** | |
| Senate Committee | Small Business and Entrepreneurship |
| Agency Mission | To aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. |
| Position Overview | The Deputy Administrator helps the Administrator serve as an ambassador to and advocate for small business. He or she oversees the SBA’s principal programs targeted to small businesses, including lending programs, small business development centers, and Small Business Innovation Research (SBIR) grants. The deputy secretary is also the chief operating officer of the organization. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The Small Business Administration Administrator |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the SBA had 3,106 FTE and a budget of $855.518 million. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * The deputy may also focus on:   + Contracting goals: Evaluation of other federal agencies on small business utilization and other contracting sub goals such as the number of women-owned or disabled veteran-owned businesses, though much of the actual work has fallen on the Associate Administrator for Government Contracting and Business Development.   + Counseling: Oversight of small business development centers, Women’s Business centers, small business counseling, and other services. |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Strong communication skills * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Doug Kramer (2015-Present) – General Counsel of the United States Agency for International Development; Deputy Assistant to the President and White House Staff Secretary; served in the Office of the White House Counsel as Deputy Associate Counsel for Presidential Personnel and as Special Assistant and Associate Counsel to the President; Counsel in the Antitrust Division at the Department of Justice; Associate and then Shareholder at the law firm Polsinelli PC; Associate at the law firm Covington & Burling; Judicial Clerk in the Chambers of the Hon. Walter L. Carpeneti of the Alaska Supreme Court. | |
| Marie C. Johns (June 2010-2014) – President of Verizon Washington; founded L&L Consulting, LLC, a business development organizational effectiveness and public policy consulting practice | |
| Jovita Carranza (December 2006-January 2009) – Vice President for United Parcel Service | |
| Melanie Sabelhaus (April 2002-June 2005) – founder and CEO of Exclusive Interim Properties; worked in various positions in the IBM Corporation | |

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POSITION DESCRIPTION

# Deputy Secretary of State for Management and Resources, Department of State

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | To advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty and act responsibly within the international system. |
| Position Overview | The Deputy Secretary of State for Management and Resources serves as Chief Operating Officer of the Department. The Deputy Secretary also serves as principal adviser to the Secretary on overall supervision and direction of resource allocation and management activities of the Department. The Deputy Secretary for Management and Resources assists in carrying out the Secretary's authority and responsibility for the overall direction, coordination and supervision of operational programs of the State Department, including foreign aid and civilian response programs. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of State |
| **RESPONSIBILITIES** | |
| Management Scope | The Department has about 13,000 Foreign Service Officers, more than 11,000 Civil Service officers, and more than 45,000 locally employed Foreign Service staff at overseas posts. The combined State Department/USAID budget authority for FY 2015 was $47.773 billion. The Director of the Office of Small and Disadvantaged Business Utilization (OSDBU) reports directly to the Deputy Secretary on small business policies and activities. However, as COO, the deputy secretary will manage people from all over the organization. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs * Advise the Secretary on the Department's participation in the National Economic Council (NEC) and interagency economic policy matters * Provide final recommendations to the Secretary on senior personnel appointments |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Heather Higginbottom (2013-Present) – Deputy Director of the Office of Management and Budget; Deputy Assistant to the President and Deputy Director of the White House Domestic Policy Council; Policy Director for President Obama’s campaign, supervising all aspects of foreign and domestic policy development. | |
| Thomas Nides (2010-2013) – Chief Operating officer of Morgan Stanley; Worldwide President and Chief Executive Officer of Burson-Marstellar; Chief Administration Officer of Credit Suisse First Boston. | |
| Jack Lew (2009-2010) – managing director and chief operating officer for two Citigroup business units; executive vice president, chief operating officer, and professor of public administration at New York​ University; Board of Directors of the Corporation for National and Community Service, chairing its Management, Administration, and Governance Committee | |

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POSITION DESCRIPTION

# Deputy Secretary of State, Department of State

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| **OVERVIEW** | |
| Senate Committee | Senate Foreign Relations |
| Agency Mission | To advance freedom for the benefit of the American people and the international community by helping to build and sustain a more democratic, secure and prosperous world composed of well-governed states that respond to the needs of their people, reduce widespread poverty and act responsibly within the international system. |
| Position Overview | The deputy secretary serves as the principal deputy, adviser, and alter ego to the secretary of state. He or she assists the secretary in the formulation and conduct of U.S. foreign policy and in giving general supervision and direction to all elements of the department. Specific duties and supervisory responsibilities have varied over time and under different administrations. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of State |
| **RESPONSIBILITIES** | |
| Management Scope | The deputy secretary of state assists the secretary of state in the administration of the Department of State, and has traditionally been entrusted with significant management responsibilities. The department has about 13,000 Foreign Service officers, more than 11,000 Civil Service officers, and more than 45,000 locally employed Foreign Service staff at overseas posts. The combined State Department/USAID budget authority for FY 2015 was $47.773 billion. |
| Primary Responsibilities | * Conduct management, diplomatic, and other duties as assigned by the secretary of state * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Serve as a key advisor to the secretary on all matters pertaining to the agency * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong substantive expertise in international affairs * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred |
| Competencies | * Public relations and speaking abilities * Strong negotiating skills * High level of energy for extensive foreign travel and interactions * Exceptional management ability if Deputy Secretary is to be given a greater management role * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Tony Blinken (2015 to Present) – Deputy National Security; Deputy Assistant to the President and National Security Advisor to the Vice President; Democratic Staff Director for the U.S. Senate Foreign Relations Committee; Senior Fellow at the Center for Strategic and International Studies; served in the State Department; senior positions on the National Security Council Staff. | |
| William J Burns (2011 to 2014) – Under Secretary of State for Political Affairs; Ambassador to Russia; Assistant Secretary of State for Near Eastern Affairs; Ambassador to Jordan. | |
| Jim Steinberg (2009 to 2011) – Dean of the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin; senior fellow at the Brookings Institution in Washington, D.C. and the Institution's vice president and director of Foreign Policy Studies; US State Department Director of Policy Planning; Deputy National Security Advisor. | |
| John Negroponte (2007 to 2009) – United States Director of National Intelligence; Ambassador to Iraq; United States Ambassador to the United Nations; Ambassador to the Philippines, Mexico and Honduras; Deputy National Security Director. | |
| Robert Zoellick (2005 to 2006) – U.S. Trade Representative; head of the Center for Strategic and International Studies; Executive Vice President of Fannie Mae; professor of U.S. foreign policy at the Naval Academy; White House Deputy Chief of Staff; Undersecretary of State for Economic and Agriculture Affairs; Counselor of the State Department. | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Transportation

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science, and Transportation |
| Agency Mission | To ensure a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future. |
| Position Overview | The Deputy Secretary is the Department of Transportation’s chief operating officer, responsible for day-to-day operations of the 10 modal administrations and the work of more than 55,000 USDOT employees nationwide and overseas. The Deputy Secretary assists the Secretary in the discharge of his responsibilities, with authority to act for him in all matters not reserved to the Secretary by law, order, or instructions of the Secretary. The Deputy Secretary is second in the order of succession. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Transportation |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015 the Department of Transportation had $72.4 billion in budgetary resources and 54,324 FTE. The Office of Secretary had 1,185 FTE. However, as COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Oversee day-to-day operations of the Department, including:   + Financing and regulation of highway, transit and airport infrastructure improvements.   + Ensuring the effective execution of the airspace and air traffic control system.   + Regulating the safety of all modes of transportation (cars, trucks, railroads, airplanes, pipelines, hazardous materials.)   + Developing cooperation among Federal, State, and local governments, carriers, labor, and other interested persons to achieve transportation objectives.   + Evaluate, develop and recommend to the Secretary Departmental and legislative budgetary, programmatic, or legislative actions to achieve the President’s transportation objectives. * Stimulate technological advances in transportation and transportation safety. * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Knowledge/experience in transportation industry or government transportation operations is a plus |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred * Effective relationships and respect within the highway, air, transit and other elements of the transportation industry in the United States is a plus |
| **PAST APPOINTEES** | |
| Victor Mendez (2014-Present) – Administrator of the Federal Highway Administration; Director of the Arizona Department of Transportation | |
| John D. Porcari (2009-2013) – Maryland Secretary of Transportation; Vice-President for Administrative Affairs at the University of Maryland; Maryland Deputy Secretary of Transportation; Development Manager for Office of County Executive in Prince George's County | |
| Thomas Barret (2007-2009) – first permanent administrator of the Pipeline and Hazardous Materials Safety Administration; Vice Commandant of the United States Coast Guard; served 35 years in the U.S. Coast Guard | |
| Maria Cino (2005-2007) – Assistant Secretary of Commerce and Director General of the United States & Foreign U.S. Commercial Service; Republican National Committee, Deputy Chairman for Political Operations and Congressional Affairs | |
| Michael Jackson (2001-2003) – Chief Operating Officer of Lockheed Martin IMS's Transportation Systems and Services; Chief of Staff to the Secretary of Transportation; Special Assistant to the President for Cabinet Liaison; held several positions reporting to the Secretary of Education | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of the Treasury

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | To maintain a strong economy and create economic and job opportunities by promoting the conditions that enable economic growth and stability at home and abroad, strengthen national security by combating threats and protecting the integrity of the financial system, and manage the U.S. government's finances and resources effectively. |
| Position Overview | As per the GPRA Modernization Act of 2010, the deputy secretary is the chief operating officer of the department. The Deputy Secretary’s role varies under each Secretary. The Deputy role can serve as a proxy for the Secretary, as an insider who focuses on managing the department while the Secretary is externally focused, or as a specialist in a particular policy area. The nomination of a Deputy Secretary should be considered in the context of the particular candidate chosen to be Secretary. Statutorily, the Deputy Secretary’s responsibilities are to carry out:   1. duties and powers prescribed by the Secretary 2. the duties and powers of the Secretary when the Secretary is absent or unable to serve or when the office of Secretary is vacant (31 U.S.C. § 301) |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the department had an enacted budget of $13.8 billion and in 2014 had 86,049 employees. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs   Depending on the Secretary’s background and preferences, he or she may also serve as:   * Diplomat - Travel overseas frequently and interact with foreign counterparts. * Subject matter specialist- The Deputy Secretary could help fill gaps in the Secretary’s expertise, for example, serving as the lead on a specific issue such as tax reform, entitlement reform, terrorist finance, etc. * Congressional liaison/spokesman - The Deputy Secretary frequently serves as a Congressional witness or negotiator with Congress on the Secretary’s behalf. |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Familiarity with the federal budget process * Experience leading through unexpected crisis situations preferred |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Sarah B. Raskin (2014-present) – Governor of the Federal Reserve Board; Commissioner of Financial Regulation for the State of Maryland; Managing Director at the Promontory Financial Group; General Counsel of the WorldWide Retail Exchange; General Counsel of Columbia Energy Services Corporation; Banking Counsel for the United States Senate Committee on Banking, Housing, and Urban Affairs | |
| Neal S. Wolin (2009-2013) – Deputy Assistant to the President and Deputy Counsel to the President for Economic Policy; President and Chief Operating Officer of the property and casualty insurance companies of The Hartford Financial Services Group, Inc.; Executive Vice President and General Counsel of The Hartford Group; General Counsel of the US Department of the Treasury; Deputy General Counsel of the Department of the Treasury; Deputy Legal Advisor to the National Security Council | |
| Robert M. Kimmitt (2005-2009) – Executive Vice President for Global Public Policy at Time Warner Inc.; Partner at Wilmer Hale; American Ambassador to Germany; Under Secretary of State for Political Affairs; General Counsel to the Department of the Treasury; Executive Secretary and General Counsel of the National Security Council | |
| Samuel Bodman (2004-2005) – Deputy Secretary of the Department of Commerce; Chairman, CEO, and Director of the Cabot Corporation; President and Chief Operating Officer of Fidelity Investments, and Director of the Fidelity Group of Mutual Funds; Technical Director of the American Research and Development Corporation; Director of the Massachusetts Institute of Technology’s School of Engineering Practice | |
| Kenneth W. Dam (2001-2003) – Director at ALCOA; Vice President for Law and External Relations, and a member of the Corporate Management Board at the IBM Corporation; Director of the IBM World Trade Asia Pacific Board; Deputy Secretary of State; Provost at the University of Chicago | |

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POSITION DESCRIPTION

# Deputy Secretary, Department of Veterans Affairs

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| **OVERVIEW** | |
| Senate Committee | Veterans Affairs |
| Agency Mission | To fulfill President Lincoln's promise "To care for him who shall have borne the battle, and for his widow, and his orphan" by serving and honoring the men and women who are America's veterans. |
| Position Overview | The deputy secretary serves as the department’s chief operating officer, directing the policy and operations of the department and providing broad direction to the department’s employees to ensure coordinated action and conformance with the secretary’s directives. The deputy secretary shall perform such functions as the secretary shall prescribe. The deputy secretary chairs the department’s governance process through the Strategic Management Council and leads the Business Oversight Board and the Capital Investment Board. The deputy secretary also co-chairs the VA-DoD Senior Oversight Committee.  Unless the president designates another officer of the government, the deputy secretary shall be acting secretary of Veterans Affairs during the absence or disability of the secretary or in the event of a vacancy in the office of secretary (38 U.S.C. § 304). |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The Secretary of Veterans Affairs |
| **RESPONSIBILITIES** | |
| Management Scope | In FY 2015 the Department of Veterans Affairs budget authority was $163.97 billion and the total FTE was 335,280. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Oversees the activities of the VA’s Executive Director, Office of Acquisitions, Logistics and Construction. * Oversees the Department’s Governance Process * Chairs the Department’s Strategic Management Council, Business Oversight Board, and Capital Investment Board. * Co-Chairs the VA-DoD Senior Oversight Committee * Execute the president’s and secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual departments, and integrating mission-support functions with program and policy objectives * Work with peers in other agencies, OMB, stakeholders (like local or state governments), and at times Congress * Resolve interagency conflict * Serve as a key advisor to the secretary on all matters pertaining to the agency * Ensure that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develop and manage complementary internal management processes that coordinate across programs * Represent the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversee internal GPRA processes * Must work closely with the secretary, chief of staff, and CXOs |
| Strategic Goals and Priorities | [Insert relevant policy priorities of incoming administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Relationships with and understanding of missions and purpose of major National Veteran Service Organizations and National Military Service Organizations. * Strong knowledge of VA health care and benefit programs * Understanding of joint VA-DoD veteran related programs and collaborations * Strong understanding or experience with Federal procurement * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government enterprise operations * Understanding of core services, programs and initiatives delivered by the agency’s key departments * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations preferred * Familiarity with the federal budget process preferred * Veteran status highly preferable. |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable leading and managing in ambiguity, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong Congressional relationships preferred |
| **PAST APPOINTEES** | |
| Sloan D. Gibson (February 2014-present) – President and CEO of the USO; spent more than 20 years in banking; Chairman and Chief Financial Officer of AmSouth Bancorporation; chaired the United Way campaign in Central Alabama | |
| W. Scott Gould (April 2009-May 2013) – Vice President for public sector strategy at IBM Global Business Services; CEO of The O'Gara Company, an investment services firm; COO of Exolve, a technology services company | |
| Gordon H. Mansfield (January 2004-January 2009) – VA Assistant Secretary for Congressional and Legislative Affairs; executive director of the Paralyzed Veterans of America; Assistant Secretary for Fair Housing and Equal Opportunity at the Department of Housing and Urban Development | |
| Dr. Leo S. Mackay, Jr. (May, 2001-September 2003) – Vice President of the Aircraft Services Business Unit for Bell Helicopter; Director of Market Development at Lockheed Martin | |

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