Position Descriptions: Top Senate Confirmed

Agriculture

[Assistant Secretary For Congressional Relations, Department Of Agriculture 6](#_Toc465846318)

[Chief Financial Officer, Department Of Agriculture 8](#_Toc465846319)

[Deputy Secretary, Department Of Agriculture 11](#_Toc465846320)

[General Counsel, Department Of Agriculture 14](#_Toc465846321)

Commodity Futures Trading Commission

[Commissioner, Commodity Futures Trading Commission 16](#_Toc465846322)

Central Intelligence Agency

[Director, Central Intelligence Agency 18](#_Toc465846323)

[General Counsel, Central Intelligence Agency 20](#_Toc465846324)

Commerce

[Assistant Secretary of Commerce for Legislative & Intergovernmental Affairs, Department of Commerce 22](#_Toc465846325)

[Chief Financial Officer And Assistant Secretary For Administration, Department Of Commerce 24](#_Toc465846326)

[Deputy Secretary, Department Of Commerce 27](#_Toc465846327)

[General Counsel, US Department Of Commerce 29](#_Toc465846328)

Homeland Security

[Undersecretary For Management, Department Of Homeland Security 31](#_Toc465846329)

[Assistant Secretary For Policy, Department Of Homeland Security 34](#_Toc465846330)

[Chief Financial Officer, Department Of Homeland Security 36](#_Toc465846331)

[Commissioner, US Customs And Border Protection, Department Of Homeland Security 39](#_Toc465846332)

[Deputy Secretary, Department Of Homeland Security 42](#_Toc465846333)

[administrator, Federal Emergency Management Agency 45](#_Toc465846334)

[General Counsel, Department Of Homeland Security 47](#_Toc465846335)

[Director, Immigration And Customs Enforcement, Department Of Homeland Security 50](#_Toc465846336)

[Administrator, Transportation Security Administration, Department Of Homeland Security 52](#_Toc465846337)

[Under Secretary for National Protection & Programs Directorate, Department of Homeland Security 54](#_Toc465846338)

[Under Secretary, Science And Technology, Department Of Homeland Security 56](#_Toc465846339)

[Undersecretary For Intelligence And Analysis, Department Of Homeland Security 59](#_Toc465846340)

[Director, U.S. Citizenship And Immigration Services, Department Of Homeland Security 62](#_Toc465846341)

Defense

[Air Force General Counsel, Department Of Defense 65](#_Toc465846342)

[Secretary Of The Air Force, Department Of Defense 67](#_Toc465846343)

[Under Secretary Of The Air Force, Department Of Defense 69](#_Toc465846344)

[Army General Counsel, Department Of Defense 73](#_Toc465846345)

[Secretary Of The Army, Department Of Defense 76](#_Toc465846346)

[Under Secretary Of The Army, Department Of Defense 79](#_Toc465846347)

[Assistant Secretary For Legislative Affairs, Department Of Defense 81](#_Toc465846348)

[assistant Secretary For Manpower And Reserve Affairs, Department Of Defense 83](#_Toc465846349)

[Deputy Secretary, Department Of Defense 86](#_Toc465846350)

[General Counsel, Department Of Defense 88](#_Toc465846351)

[Navy General Counsel, Department Of Defense 91](#_Toc465846352)

[Secretary Of The Navy, Department Of Defense 93](#_Toc465846353)

[Under Secretary Of The Navy, Department Of Defense 95](#_Toc465846354)

[Director For Operational Test And Evaluation, Department Of Defense 98](#_Toc465846355)

[Under Secretary Of Defense For Acquisition, Technology And Logistics, Department Of Defense 101](#_Toc465846356)

[Undersecretary For Intelligence, Department Of Defense 103](#_Toc465846357)

[Under Secretary For Policy, Department Of Defense 106](#_Toc465846358)

[Under Secretary Of Defense (Comptroller) And Chief Financial Officer, Department Of Defense 109](#_Toc465846359)

Justice

[Assistant Attorney General, Antitrust Division, Department Of Justice 112](#_Toc465846360)

[Assistant Attorney General, Office Of Legislative Affairs, Department Of Justice 114](#_Toc465846361)

[Assistant Attorney General, National Security Division, Department Of Justice 117](#_Toc465846362)

[Assistant Attorney General, Office Of Legal Counsel, Department Of Justice 119](#_Toc465846363)

[Associate Attorney General, Department Of Justice 121](#_Toc465846364)

[Director, Bureau Of Alcohol, Tobacco, Firearms And Explosives, Department Of Justice 123](#_Toc465846365)

[Attorney General, Department Of Justice 125](#_Toc465846366)

[Administrator, Drug Enforcement Administration, Department Of Justice 127](#_Toc465846367)

[Deputy Attorney General, Department Of Justice 130](#_Toc465846368)

[Solicitor General, Department Of Justice 133](#_Toc465846369)

Education

[Assistant Secretary For Legislation And Congressional Affairs, Department Of Education 135](#_Toc465846370)

[Chief Financial Officer, Department Of Education 137](#_Toc465846371)

[Deputy Secretary, Department Of Education 140](#_Toc465846372)

[General Counsel, Department Of Education 143](#_Toc465846373)

Energy

[Assistant Secretary For Congressional And Intergovernmental Affairs, Department Of Energy 146](#_Toc465846374)

[Chief Financial Officer, Department Of Energy 148](#_Toc465846375)

[Deputy Secretary, Department Of Energy 151](#_Toc465846376)

[General Counsel, Department Of Energy 154](#_Toc465846377)

[Under Secretary/Administrator For Nuclear Security, Department Of Energy 156](#_Toc465846378)

[Under Secretary For Management And Performance, Department Of Energy 158](#_Toc465846379)

Executive Office of the President (White House)

[Assistant To The President And Chief Technology Officer, Office Of Science And Technology Policy, Executive Office Of The President 160](#_Toc465846380)

[Chairman, Council Of Economic Advisers, Executive Office Of The President 163](#_Toc465846381)

[Administrator, Office Of Federal Procurement Policy, Executive Office Of The President 166](#_Toc465846382)

[Administrator, Office Of Information And Regulatory Affairs, Executive Office Of The President 168](#_Toc465846383)

[Director, Office Of National Drug Control Policy, Executive Office Of The President 170](#_Toc465846384)

[Controller, Office Of Federal Financial Management, Executive Office Of The President 172](#_Toc465846385)

[Deputy Director for Management, Office of Management & Budget, Executive Office of the President 175](#_Toc465846386)

[Deputy Director, Office Of Management And Budget, Executive Office Of The President 177](#_Toc465846387)

[Director, Office Of Management And Budget, Executive Office Of The President 179](#_Toc465846388)

[Director, Office Of Science And Technology Policy, Executive Office Of The President 181](#_Toc465846389)

[United States Trade Representative, Executive Office Of The President 184](#_Toc465846390)

Environmental Protection Agency

[Administrator, Environmental Protection Agency 186](#_Toc465846391)

[Deputy Administrator, Environmental Protection Agency 188](#_Toc465846392)

[General Counsel, Environmental Protection Agency 191](#_Toc465846393)

Federal Communications Commission

[Commissioner, Federal Communications Commission 193](#_Toc465846394)

Federal Reserve

[Governor, Federal Reserve System 196](#_Toc465846395)

General Services Administration

[Administrator, General Services Administration 198](#_Toc465846396)

Health and Human Services

[Assistant Secretary For Financial Resources, Department Of Health And Human Services 200](#_Toc465846397)

[Assistant Secretary For Legislation, Department Of Health And Human Services 203](#_Toc465846398)

[Administrator, Centers for Medicare & Medicaid Services, Department of Health & Human Services 205](#_Toc465846399)

[Deputy Secretary, Department Of Health And Human Services 207](#_Toc465846400)

[Commissioner, Food & Drug Administration, Department Of Health And Human Services 210](#_Toc465846401)

[Director, National Institutes Of Health, Department Of Health And Human Services 212](#_Toc465846402)

[General Counsel, Department Of Health And Human Services 215](#_Toc465846403)

Housing and Urban Development

[Assistant Secretary for Congressional & Intergovernmental Relations, Department of Housing & Urban Development 218](#_Toc465846404)

[Chief Financial Officer, Department Of Housing And Urban Development 220](#_Toc465846405)

[Deputy Secretary, Department Of Housing And Urban Development 223](#_Toc465846406)

[General Counsel, Department Of Housing And Urban Development 226](#_Toc465846407)

Inspector General

[Inspector General 228](#_Toc465846408)

Interior

[Assistant Secretary For Policy, Management, And Budget, Department Of The Interior 232](#_Toc465846409)

[Deputy Secretary, Department Of The Interior 235](#_Toc465846410)

[Solicitor, Department Of Interior 237](#_Toc465846411)

Labor

[Assistant Secretary For Congressional And Intergovernmental Affairs, Department Of Labor 239](#_Toc465846412)

[Chief Financial Officer, Department Of Labor 241](#_Toc465846413)

[Deputy Secretary, Department Of Labor 244](#_Toc465846414)

[Solicitor, Department Of Labor 246](#_Toc465846415)

National Intelligence

[Director Of National Intelligence 248](#_Toc465846416)

[General Counsel, Office Of The Director Of National Intelligence 251](#_Toc465846417)

[Principal Deputy Director Of National Intelligence 253](#_Toc465846418)

Office of Personnel Management (OPM)

[Director, Office Of Personnel Management 255](#_Toc465846419)

Small Business Administration

[Administrator, Small Business Administration 257](#_Toc465846420)

[Deputy Administrator, Small Business Administration 259](#_Toc465846421)

Securities and Exchange Commission

[Commissioner, Securities And Exchange Commission 262](#_Toc465846422)

Social Security

[Commissioner, Social Security Administration 265](#_Toc465846423)

State

[Assistant Secretary For Intelligence And Research, Department Of State 267](#_Toc465846424)

[Assistant Secretary For Legislative Affairs, Department Of State 269](#_Toc465846425)

[Chief Financial Officer, Department Of State 271](#_Toc465846426)

[Deputy Secretary For Management And Resources, Department Of State 273](#_Toc465846427)

[Deputy Secretary Of State, Department Of State 276](#_Toc465846428)

[Legal Adviser, Department Of State 278](#_Toc465846429)

[Undersecretary For Arms Control And International Security, Department Of State 280](#_Toc465846430)

[Undersecretary For Management, Department Of State 283](#_Toc465846431)

Transportation

[Assistant Secretary For Governmental Affairs, Department Of Transportation 286](#_Toc465846432)

[Assistant Secretary For Budget And Programs, Department Of Transportation 288](#_Toc465846433)

[Deputy Secretary, Department Of Transportation 291](#_Toc465846434)

[General Counsel, Department Of Transportation 294](#_Toc465846435)

Treasury

[Chief Financial Officer, Department Of The Treasury 297](#_Toc465846436)

[Deputy Undersecretary (Assistant Secretary) For Legislative Affairs, Department Of The Treasury 299](#_Toc465846437)

[Deputy Secretary, Department Of The Treasury 301](#_Toc465846438)

[General Counsel, Department Of The Treasury 304](#_Toc465846439)

[Undersecretary For International Affairs, Department Of The Treasury 306](#_Toc465846440)

[Undersecretary For Terrorism And Financial Intelligence, Department Of The Treasury 308](#_Toc465846441)

U.S. Agency for International Development

[Administrator, United States Agency For International Development 310](#_Toc465846442)

Veterans Affairs

[Assistant Secretary For Congressional And Legislative Affairs, Department Of Veterans Affairs 313](#_Toc465846443)

[Deputy Secretary, Department Of Veterans Affairs 315](#_Toc465846444)

[General Counsel, Department Of Veterans Affairs 318](#_Toc465846445)

POSITION DESCRIPTION

# Assistant secretary for congressional relations, Department of agriculture

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| --- | --- |
| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | To provide leadership on food, agriculture, natural resources, rural development, nutrition and related issues based on public policy, the best available science and effective management. To provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our nation's natural resources through conservation, restored forests, improved watersheds and healthy private working lands. |
| Position Overview | The assistant secretary for congressional relations at USDA provides leadership responsibility for coordination of all congressional matters in the department and intergovernmental affairs including state and local government relations. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Agriculture |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, USDA had $139,115 million in outlays and 73,663 total employment. |
| Primary Responsibilities | * Provides leadership responsibility for coordination of all congressional matters in the department and intergovernmental affairs including state and local government relations. * Serves as the department's liaison with members of Congress and their staffs. * Works closely with members and staffs of various House and Senate Committees including the House Agriculture Committee and the Senate Committee on Agriculture, Nutrition and Forestry to communicate USDA's legislative agenda and budget proposals. * Through the Office of External and Intergovernmental Affairs (EIA), serves as the liaison to elected and appointed officials of state, county, local and tribal governments and as a liaison to USDA stakeholders. * Acts as the department representative for federal executive board matters. * Serves as the official with the principal responsibility for the implementation of Executive Order 13175, including consultation and collaboration with tribal officials and coordinate the department's programs involving assistance to American Indians and Alaska Natives. Executive Order 13175 reaffirms the Federal government's commitment to tribal sovereignty, self-determination and self-government. Its purpose is to ensure that all executive departments and agencies consult with Indian tribes and respect tribal sovereignty as they develop policy on issues that impact Indian communities. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true and timely understanding of how Congress works * Possesses strong congressional relationships * Understands politics as well as policy * Understands the authorization process * Has a record of working with both Republicans and Democrats |
| Competencies | * Strong leadership skills * Strong communication skills * Ability to work as a team * Ability to work under high pressure * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Todd Batta (2014 to present): Senior Advisor to the Secretary of Agriculture; Special Assistant in the Congressional Relations office at USDA; Legislative Assistant to U.S. Senator Herb Kohl | |
| Brian T. Baenig (2011 to 2013): Deputy Undersecretary for Marketing and Regulatory Programs at the USDA; Deputy Staff Director for the Senate Committee on Agriculture, Nutrition and Forestry; Senior Policy Advisor for Senator Patrick Leahy | |
| Krysta Harden (2009 to 2011): CEO of the National Association of Conservation Districts; senior vice president of Gordley Associates, where she concentrated on conservation and renewable energy issues; staff director for the House subcommittee on Peanuts and Tobacco | |

Unless otherwise cited, this information was adapted from work produced by the Romney Readiness Project and refined through conversations with current or recent officeholders.

POSITION DESCRIPTION

# Chief Financial Officer, Department of agriculture

|  |  |
| --- | --- |
| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | To provide leadership on food, agriculture, natural resources, rural development, nutrition and related issues based on public policy, the best available science and effective management. To provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our nation's natural resources through conservation, restored forests, improved watersheds and healthy private working lands. |
| Position Overview | The chief financial officer serves as the principal advisor to the secretary and senior officials on all matters related to financial management, financial management systems, financial control and accounting, internal control and assessment and financial management training. The USDA CFO also has responsibility for the National Finance Center (NFC) in New Orleans, a major shared services payroll and human resources provider to other federal agencies. USDA is also an emerging financial management shared services provider to other agencies. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of agriculture |
| **RESPONSIBILITIES** | |
| Management Scope | The office of the chief financial officer is responsible for the financial leadership of an enterprise that in fiscal 2015 had $139,115 million in outlays and 73,663 total employments. The department has 14,000 offices and field locations and $208 billion in assets. |
| Primary Responsibilities | * Oversees financial system management policy and the provision of timely, accurate and reliable information from financial systems. * Oversees development of financial statements, cost accounting policy and financial management budgets. * Oversees policy guidance and oversight of the department's internal controls and management accountability programs and reporting to ensure adequate controls over department assets. * Maintains oversight of the Departmental Working Capital Fund. * Manages the National Finance Center, a major shared services payroll and human resources provider to other federal agencies. * Provides financial management shared services for other federal agencies. * Provides policy guidance and oversight of the travel system, grants management, cash and credit management operations and other financial management functions. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as manages, trains and provides policy guidance and oversight of these personnel and their activities. * Manages the financial execution of the agency budget and actual expenditures. * Provides financial and performance reports to staff, overseers and stakeholders. * Ties the budget and performance to outcomes. * Takes the lead role in enterprise risk management. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Experience in risk management * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships with Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Jon Holladay (2014 to present) – Deputy Chief Financial Officer at the USDA; USDA’s Associate Chief Financial Officer for Financial Policy and Planning; Supervisory Program Analyst in the Office of the CFO, detailed to the USDA’s National Finance Center as the Acting Deputy Director; Supervisory System Accountant in the Office of the CFO | |
| Evan J Segal (2009) – Executive In Residence at Carnegie Mellon Tepper School of Business; President/Owner of Dormont Manufacturing Company; Strategic Planning/Marketing at Scott Paper | |
| Charles R. Christopherson (2007 to 2009) – Board of Directors for Commodity Credit Corporation; Board of Directors Chair of the Finance and Compensation Committee at The Graduate School; President of CB Solutions LLC; Group VP of Operations & Finance, South Central at Encompass Services, Inc.; COO & CFO at Lantech; Vice President COO and CFO at ICG Communications - Fiber Optic Technology | |

POSITION DESCRIPTION

# Deputy Secretary, Department of agriculture

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| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | To provide leadership on food, agriculture, natural resources, rural development, nutrition and related issues based on public policy, the best available science and effective management. To provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our nation's natural resources through conservation, restored forests, improved watersheds and healthy private working lands. |
| Position Overview | As per the Government Performance and Results 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 | In fiscal 2015, the department had $139,115 million in outlays and 73,663 total employees. The department has 14,000 offices and field locations and $208 billion in assets. 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 | * Executes 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. * Works with peers in other agencies, OMB, stakeholders including local or state governments and Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal GPRA processes. * Works 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 | Depends on the policy priorities of the 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 * Comfort 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 to 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 to 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 to 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 to 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 | |

POSITION DESCRIPTION

# General Counsel, Department of Agriculture

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| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | To provide leadership on food, agriculture, natural resources, rural development, nutrition and related issues based on public policy, the best available science and effective management. To provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our nation's natural resources through conservation, restored forests, improved watersheds and healthy private working lands. |
| Position Overview | The general counsel is the chief law officer of USDA and is responsible for providing legal services for all programs, operations and activities of USDA. The OGC supports USDA's efforts to help rural America thrive, reduce hunger in the U.S. and abroad, promote agricultural production and preserve our nation's natural resources by providing proactive, accurate, creative and prompt legal services. OGC is committed to developing its employees and to serving its clients in a way that is inclusive, collaborative, transparent, innovative, knowledge-driven and technology-enabled. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Agriculture |
| **RESPONSIBILITIES** | |
| Management Scope | The OGC is responsible for the legal leadership of an enterprise that in fiscal 2015 had $139,115 million in outlays and 73,663 total employees. OGC offices include a headquarters in Washington, D.C., four regional offices and various field offices throughout the nation. The general counsel oversees the work of over 300 legal professionals. Direct reports include: Two deputy general counsels, five associate general counsels and four regional attorneys who assist the general counsel in managing the work of the office. A senior counselor also provides assistance in the Immediate Office of the General Counsel. |
| Primary Responsibilities | * Manage the Office of the General Counsel * Provide legal advice to the secretary and other USDA officials to ensure departmental actions and efforts comply with the law * Coordinate legal defense when the secretary or an agency is subject to litigation |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * High degree of demonstrated competence as a legal practitioner * Knowledge of the regulatory functions of the department, government-controlled commodity programs (USDA directed supply/price), as well as the USDA system of delivering potentially market moving supply and demand estimates * Senior legal counsel/general counsel or related experience with large organization(s) with complex national and international interests * Effective relationships and respect within the food, energy or environmental agencies * Familiarity with the history of discriminatory/civil rights litigation faced by the department and the appropriate legal defense |
| Competencies | * Capability to build bridges across departments and to collaborate * Relationships with Congress or ability to make them |
| **PAST APPOINTEES** | |
| Jeffrey Prieto, 2015-Present: Acting General Counsel USDA; Principal Deputy General Counsel 2014-2015; Deputy Executive Officer and General Counsel USDOJ, Environment and Natural Resources Division; Counsel at the USDOJ, Environment and Natural Resources Division; Trial Attorney for USDOJ | |
| Ramona E. Romero, 2010-2014: Corporate Counsel Logistics and Energy at DuPont; General Counsel Sentinel Transportation LLC; Corporate Counsel Manager, Operations & Planning; Senior Counsel, Corporate Counsel Litigation | |
| Marc Kesselman, 2006-2010: Deputy General Counsel at OMB; OMB Associate General Counsel; Senior Counsel in the Office of Legal Policy at DOJ | |
| Nancy Bryson, 2002-2006: Partner in the Washington, D.C. office of the law firm of Crowell & Moring; Assistant Chief, Environmental Defense Section, Lands Division, USDOJ | |

POSITION DESCRIPTION

# commissioner, commodity futures trading commission

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| **OVERVIEW** | |
| Senate Committee | Agriculture, Nutrition and Forestry |
| Agency Mission | The mission of the Commodity Futures Trading Commission (CFTC) is to foster open, transparent, competitive and financially sound markets, to avoid systemic risk and to protect the market users and their funds, consumers and the public from fraud, manipulation and abusive practices related to derivatives and other products that are subject to the Commodity Exchange Act (CEA). |
| Position Overview | The commissioners of the CFTC provide leadership and oversight for the execution of the CFTC's mission under the CEA, as amended and the Dodd-Frank Wall Street Reform and Consumer Protection Act. Acting as a commission, the commissioners make regulatory decisions, findings and determinations as authorized by the CEA. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The CFTC is an independent agency. Commissioners serve at the pleasure of the president. |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the CTFC had a $250 million budget and 690 FTE. A Commissioner has around four direct reports. |
| Primary Responsibilities | * Oversees designated contract markets, swap execution facilities, derivatives clearing organizations, swap data repositories, swap dealers, futures commission merchants, commodity pool operators and other intermediaries. * Makes regulatory decisions, findings and determinations as authorized by the CEA. * Plays a role in the budget review, development and implementation process. * Plays a role in market surveillance and enforcement. * Has a regulatory coordination responsibility with the FERC. * Plays an important role with regards to international coordination. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * No more than three commissioners at any one time may be from the same political party. * Background and knowledge of commodity markets: agriculture, energy, metals and financial markets (including credit markets and interest rate equities). Knowledge of financial and energy markets most important. * Familiarity with budget oversight and government rules and processes. * Familiarity with Administrative Procedure Act and OIRA a plus. |
| Competencies | * Strong leadership skills * Strong written and oral communication skills to articulate view on the market and regulation |
| **PAST APPOINTEES** | |
| Timothy G. Massad (Chairman) (2014 to present) – Assistant Secretary of the Treasury for Financial Stability; Chief Counsel, Troubled Assets Relief Program (TARP); Partner, Cravath, Swaine and Moore | |
| Sharon Y. Bowen (2014 to present) – Acting Chair, Securities Investor Protection Corporation; Vice Chair, Securities Investor Protection Corporation; Partner, Latham and Watkins LLP | |
| J. Christopher Giancarlo (2014 to present) – Executive Vice President, GFI Group; Executive Vice President, Fenics Software; Corporate Partner, Brown, Raysman, Millstein, Felder and Steiner | |

POSITION DESCRIPTION

# Director, central intelligence agency

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To preempt threats and further U.S. national security objectives by collecting intelligence that matters, producing objective all-source analysis, conducting effective covert action as directed by the president and safeguarding the secrets that help keep our Nation safe. |
| Position Overview | The director’s primary role is the management of the CIA, including human intelligence collection, covert operations, counter-intelligence, liaison with foreign intelligence services and open source collection programs on behalf of the IC and the U.S. government. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | The director of national intelligence. On matters of covert action, reports directly to the president. |
| **RESPONSIBILITIES** | |
| Management Scope | Neither the number of employees nor the size of the agency’s budget can be publicly disclosed. The director works closely with the assistant to the president for national security affairs, the Defense secretary, the secretary of State, the director of the FBI, the attorney general, the chairman of the Joint Chiefs of Staff, relevant members of the intelligence community and the Congress. |
| Primary Responsibilities | * Collects information that reveals the plans, intentions and capabilities of our adversaries, providing the basis for decision and action. * Produces timely analysis that provides insight, warning and opportunity to the president and decision makers charged with protecting and advancing our national interests. * Provides overall direction for and coordination of the collection of human intelligence abroad by all U.S. government elements, as well as the technical operations undertaken by the CIA. * Conducts covert action at the direction of the president to preempt threats or achieve US policy objectives. * Providing leadership and coordination of intelligence relationships with foreign liaison services. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Excellent leadership skills and ability to motivate others * Teamwork skills to work smoothly with the DNI and other key principals * Familiarity with or ready adaptability to complex, highly secretive mission set * Diplomatic competence to work with foreign liaison services * High degree of discretion |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * *Team Leadership*: Can focus, align and build effective groups, including managing a geographically dispersed workforce under conditions of high secrecy * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| John Brennan (2013 – Present): Homeland Security Advisor to the President; Director of the National Counterterrorism Center; CEO of the Analysis Corporation | |
| David Petraeus (2011-2013): Commander of International Security Assistance Force and U.S. Forces, Afghanistan; Commander, CENTCOM; Commanding General, Multinational Forces, Iraq; Distinguished Army career | |
| Leon Panetta (2009-2011): White House Chief of Staff; Director of the Office of Management and Budget; Congressman | |

POSITION DESCRIPTION

# General counsel, central intelligence agency

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To preempt threats and further U.S. national security objectives by collecting intelligence that matters, producing objective all-source analysis, conducting effective covert action as directed by the president and safeguarding the secrets that help keep our nation safe. |
| Position Overview | The general counsel (GC) is the chief legal officer of the CIA. The GC serves as the legal advisor to the Director of the Central Intelligence Agency and is responsible for the sound and efficient management of the legal affairs of the CIA. The CIA Office of General Counsel (OGC) is an independent office that is headed by the general counsel and assists the general counsel in carrying out his statutory and other responsibilities. On behalf of the general counsel, OGC provides legal advice and guidance to the agency and to the director of the CIA. OGC is responsible for advising the director on all legal matters relating to his statutory responsibilities and his role as head of the CIA. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The director of the Central Intelligence Agency |
| **RESPONSIBILITIES** | |
| Management Scope | The OGC at CIA is responsible for a variety of policy, operational and administrative legal matters and the GC must be able to exercise management over a broad array of legal portfolios and oversee a staff of 100 attorneys. Additionally, the GC has three deputies overseeing operations, litigations and management of personnel and the chief of staff. |
| Primary Responsibilities | * Manages the Office of the General Counsel. * Provides legal advice and guidance to the agency and to the Director of the CIA. * Advises the director on all legal matters relating to his statutory responsibilities and his role as head of the CIA. * Provides advice and guidance to those officers and employees within the CIA who have specific responsibility for the conduct of intelligence activities. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong legal background with knowledge of the national security field * Experience working on complicated policy and administrative issues * Experience working on matrixed teams and with a cross- section of senior executives |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing geographically-dispersed staff of legal and administrative support professionals. * *Collaboration & Influencing:* Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Stephen Preston (2009 to 2013): Partner, Wilmer, Hale; senior Justice Department lawyer; senior Department of Defense lawyer | |
| John Rizzo (2004 to 2009): Deputy Director, Office of Congressional Affairs, CIA; Chief Legal Officer, CIA (spent 34 years in the Office of the General Counsel at the CIA) | |
| Scott W. Muller (2002 to 2004): Partner, Davis, Polk & Wardwell; Assistant United States Attorney in the southern District of New York; clerked for the Watergate Special Prosecution Force and for the Honorable Francis L. Van Dusen, U.S. Court of Appeals, Third Circuit | |

POSITION DESCRIPTION

# Assistant secretary of commerce for legislative and intergovernmental affairs, Department of commerce

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the department is to create the conditions for economic growth and opportunity. |
| Position Overview | The Assistant Secretary for Legislative and Intergovernmental Affairs is the focal point within the department for coordinating all activities involving legislative and congressional relations and activities, except for those functions assigned to the Office of the General Counsel. The assistant secretary is delegated authority to provide policy guidance and oversight of department legislative and congressional relations and activities and develop an integrated Department plan to collect, coordinate and distribute timely and accurate information relating to those relations and activities to the Secretary and the Department. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary of Commerce |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Commerce had a budget of $8,958 million in outlays and 35,249 total employment. |
| Primary Responsibilities | * Develops and directs strategies involving Congress and intergovernmental issues, including legislation, regulations, budget and presidential nominations. * Represents department and administration positions to Congress and intergovernmental agencies. * Supports the development of congressional testimony for the secretary, deputy secretary and agency officials, including preparation of questions, answers and strategy. * Reviews pending and proposed legislation and its impact on the department. * Communicates and interprets the administration’s and department’s legislative and intergovernmental policies to component agencies and provides the central point for input by these sources regarding legislative and intergovernmental proposals. * Supports the development and congressional passage of the department’s budget. * Participates in White House-led cross-departmental strategies and initiatives. * Coordinates closely with White House on presidential priorities and with policy agencies on areas of mutual interest. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true understanding of how Congress works * Possesses strong congressional relationships * Understands politics as well as policy * Understands the authorization process * Has a record of working with both Republicans and Democrats |
| Competencies | * Strong leadership skills * Strong communication skills * Ability to work as a team * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Steve Haro (2015 to present) – Chief of Staff to Sen. Martin Heinrich; Chief of Staff to Rep. Martin Heinrich; National Hispanic Outreach Coordinator, Democratic National Committee; Legislative Director, Rep. Xavier Becerra | |
| Margaret Cummisky (2013 to 2015) – General Counsel, United States Senate Committee on Appropriations; Deputy Staff Director, United States Senate Committee on Appropriations; Democratic Staff Director and General Counsel, United States Senate Committee on Commerce, Science and Transportation | |
| April Boyd (2009 to 2012) – Chief of Staff to Rep. Ellen Tauscher; Press Secretary, Sen. John Kerry; Employee, General Services Administration employee; Department of Energy employee | |

POSITION DESCRIPTION

# Chief Financial Officer and Assistant Secretary for Administration, Department of Commerce

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the department is to create the conditions for economic growth and opportunity. |
| Position Overview | The Chief Financial Officer and Assistant Secretary for Administration (CFO/ASA) oversees Commerce’s financial resources, human resources and facilities; establishes and monitors implementation of departmental policies and procedures for administrative functions affecting program operations in Commerce’s operating units; coordinates implementation of government-wide and departmental management initiatives. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Commerce and deputy secretary of Commerce |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Commerce had a budget of $8,958 million in outlays and 35,249 total employment. The following offices fall within OCFO/ASA: The Office of the Security, the Office of Human Resources Management, the Office of Civil Rights, the Office of Financial Management, the Office of Facility and Environmental Quality, the Office of Acquisition Management, the Office of Program Evaluation and Risk Management, the Office of Privacy and Open Government and the Office of Budget. |
| Primary Responsibilities | The CFO/ASA oversees the establishment and execution of departmental policies and procedures for administrative functions affecting program operations in Commerce’s operating units. The CFO/ASA is responsible for ensuring these administrative functions are performed in accordance with all applicable laws and regulations, support the efficient and effective delivery of program outcomes and are delivered at the highest customer service standards. These administrative functions include:   * Developing and maintaining integrated accounting and financial management systems * Developing budgets that support all agency missions * Managing the financial execution of the agency budget and actual expenditures * Overseeing the recruitment, selection and training of personnel to carry out agency financial management functions, as well as managing, training and providing policy guidance and oversight of these personnel and their activities * Implementing agency asset management systems, including systems for cash management, credit management, debt collection and property and inventory management and control * Providing financial and performance reports to staff, overseers and stakeholders * Tying the budget and performance to outcomes * Taking the lead role in enterprise risk management * Procurement and small business utilization * Grants management * Travel and transportation * Real property and facilities management * Directives management * Security |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships/ability to develop relationships with Congress |
| **PAST APPOINTEES** | |
| Ellen Herbst (2013 to present) – Senior Advisor to the Deputy Secretary of Commerce; Director of Commerce’s National Technical Information Service; Vice President of Sales and Marketing at Spectra Systems; Business Manager at the DuPont Company | |
| Scott Quehl (2009 to 2013) – Senior Managing Director, Public Resources Advisory Group; Managing Director, Head of Tax-Exempt Capital Markets Mid-Atlantic Group and Co-Head of the Infrastructure Advisory Group at JP Morgan Securities, Inc.; Managing Director, Public Financial Management Group; CFO, Metropolitan Police Department of Washington, DC; Special Assistant to the Controller of the Office of Federal Financial Management within OMB | |
| Otto J. Wolff (2001 to 2009) – Staff Member of the Committee on House Administration; Deputy Assistant Secretary for Administration of the US Department of Commerce during the George HW Bush Administration; Assistant to the Secretary of the United States Air Force | |
| Linda J. Bilmes (1999 to 2001) – Deputy Assistant Secretary for Administration and Budget at the Department of Commerce; US Commissioner for the Commission on Inter-American Investment at the Inter-American Development Bank; Principal at the Boston Consulting Group, London | |

POSITION DESCRIPTION

# Deputy Secretary, Department of Commerce

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the department is to create the conditions for economic growth and opportunity. |
| 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 | In fiscal 2015, the Department of Commerce had a budget of $8,958 million in outlays and 35,249 total employment. 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 | * Executes 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. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and at times Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal GPRA processes. * Works closely with the secretary, chief of staff and CXOs. |
| Strategic Goals and Priorities | Depends on the policy priorities of the 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 * Strong communication skills |
| **PAST APPOINTEES** | |
| Rebecca Blank (2010 to 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 to 2010) – CEO of Europe Online Networks S.A.; a senior executive of The Walt Disney Company | |
| John J. Sullivan (2008 to 2009) – General Counsel at Commerce; Deputy General Counsel of the US Department of Defense; a partner at Mayer, Brown, Rowe & Maw LLP | |

POSITION DESCRIPTION

# General Counsel, US Department of Commerce

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the department is to create the conditions for economic growth and opportunity. |
| Position Overview | The general counsel is the chief legal officer for the Department of Commerce and provides legal services for the secretary and all of the department’s operating units. The General Counsel is third in the line of succession at the agency. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of Commerce |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Commerce had a budget of $8,958 million in outlays and 35,249 total employment. The general counsel oversees the work of over 325 lawyers who provide legal advice to all components of the department. The organization is managed in coordination with the deputy general counsel and includes:   * Deputy General Counsel for Strategic Initiatives * Executive Officer (director, resource management and operations) * Assistant General Counsel for Administration and Transactions * Assistant General Counsel for Litigation, Employment and Oversight * Assistant General Counsel for Legislation and Regulation * Chief Counsel for Trade Enforcement and Compliance * Chief Counsel for International Commerce * Chief Counsel for Bureau of Industry and Security * Chief Counsel for Economic Affairs * Chief Counsel for National Institute of Standards and Technology * Chief Counsel for Commercial Law Development Program * Chief Counsel for Minority Business Development Agency * Chief Counsel for Economic Development Administration |
| Primary Responsibilities | * Manages the Office of the General Counsel. * Serves as chief legal and ethics officer of the department and legal advisor to the secretary, secretarial officers and other officers of the department including heads of operating units. * Directs the operation of ten offices that report directly. * Provides legal and policy direction to four additional legal offices that receive funding and personnel allocations from their bureaus (the Patent and Trademark Office, the Economic Development Administration, the National Oceanic and Atmospheric Administration and the National Telecommunications and Information Administration). |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Experience in large public/private legal entity |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing geographically-dispersed staff of legal and administrative support professionals. * *Collaboration & Influencing:* Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. |
| **PAST APPOINTEES** | |
| Kelly R. Welsh (2014 – present), Executive Vice President and General Counsel, Northern Trust Corporation; Executive Vice President and General Counsel for Ameritech Corporation; Corporation Counsel, City of Chicago | |
| Cameron F. Kerry, (2009 – 2013), Partner at Law Offices of Mintz Levin; Associate at Wilmer, Cutler & Pickering; Law Clerk for Judge Elbert Tuttle of the United States Court of Appeals for the Fifth Circuit | |
| John J. Sullivan (2005 – 2009), Deputy General Counsel at US Department of Defense; Partner in Mayer Brown’s Supreme Court and Appellate Practice Group; Deputy General Counsel for George H. Bush Re-election Campaign | |

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POSITION DESCRIPTION

# Undersecretary for management, department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The undersecretary for management is responsible for ensuring that DHS’s many employees have well-defined responsibilities and that managers and their employees have efficient means of communicating with one another, with other governmental and nongovernmental bodies and with the public they serve. The Under Secretary and his/her team provides the overarching management structure for the Department to deliver customer service, while eliminating redundancies and reducing support costs in order to more effectively and efficiently run the Department in a unified manner. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The undersecretary is responsible for the management of the department's budget, appropriations, expenditure of funds, accounting and finance. In that capacity the undersecretary must administer control over the department's $17 billion in acquisition and procurement and is responsible for directing human capital resources and personnel programs. Direct reports to the undersecretary include:   * Chief Human Capital Officer * Chief Procurement Officer * Chief Readiness Support Officer * Chief Security Officer * Chief Financial Officer * Office of the Chief Information Officer |
| Primary Responsibilities | * Through leading the Directorate for Management, is responsible for DHS-wide mission support services and oversight for all Management Office functions, including information technology, budget and financial management, procurement and acquisition, human capital, security, logistics and facilities and oversight of the Working Capital Fund (WCF) service delivery. * Plans for budget, appropriation and expenditure of funds. * Provides accounting, finance, procurement and human resources for the department. * Identifies and tracks performance measurements relating to the responsibilities of the department. * Oversees asset management, facilities, security and human capital. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong generalist background in procurement, acquisition and budget/ finance in roles such as CFO/CIO and/or experience managing multibillion-dollar contracts * Strong communications and media skills since s/he is viewed as the face of the department’s budget * Exceptional management practices including leadership and interpersonal skills * Strong Congressional relationships preferred |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations. * *Team Leadership*: Can focus, align and build effective groups * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
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| Russell Deyo, (2015 – Present) - Vice President of Administration and General Counsel, Johnson & Johnson; Executive Committee Member, Johnson & Johnson; Various roles in human resources, procurement, legal affairs and compliance at Johnson & Johnson. | |
| Rafael Borras, (2010 – 2014) - Vice President & Corporate Officer, URS Corporation; Regional Administrator, Mid-Atlantic Region, General Services Administration; Deputy Assistant Secretary, Administration, US Department of Commerce | |
| Elaine Duke (2008-2010) - Under Secretary for Management, Deputy Under Secretary for Management at the Department of Homeland Security, Chief Procurement Officer for the Department of Homeland Security and a career Federal government procurement official at Department of Defense | |

POSITION DESCRIPTION

# Assistant secretary for policy, department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security & Governmental Affairs Committee |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The Office of Policy and its leadership serve as a central resource to the Secretary and other Department leaders for strategic planning and analysis and facilitation of decision making on the full breadth of issues that may arise across the dynamic homeland security enterprise. The Office of Policy includes sub-component offices and an advisory council, all of which is managed by the assistant secretary and supported by the Policy Executive Office. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The assistant secretary manages the 250-person DHS Policy Directorate, including oversight of six sub-component heads:   * International affairs and chief diplomatic officer * Principal deputy assistant secretary * Assistant secretary for cyber policy * Assistant secretary for border, immigration and security policy * Assistant secretary for threat prevention and security policy * Assistant secretary for strategy, planning, analysis and risk |
| Primary Responsibilities | * Provides a central office to develop and communicate policies across multiple homeland security components to strengthen the department’s ability to maintain policy and operational readiness needed to protect the homeland. * Provides the foundation and direction for department-wide strategic and counter-terrorism planning initiatives that drive budget priorities. * Liaises with both the international community and private sector to advance homeland security initiatives and develop lasting partnerships. * Bridges multiple headquarters’ components and operating agencies to improve communication among DHS entities, eliminate duplication of effort and translate policies into timely action. * Coordinates relationships with law enforcement and public advisory committees. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Broad understanding of the department’s activities * Background in national security policy, including relevant experience in government, think tanks and/or academia * Experience in strategic planning * Leadership and management experience |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * *Team Leadership*: Can focus, align and build effective groups * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| David Heyman, 2009 – 2014, Founding Director and Senior Fellow, Center for Strategic and International Studies (CSIS); Senior Advisor to the Secretary of Energy, DoE; Senior Policy Advisor for National Security and International Affairs, The White House | |
| Stewart Baker, 2005 – 2009, General Counsel, Robb-Silberman Commission; Partner, Steptoe& Johnson; General Counsel, National Security Agency | |

POSITION DESCRIPTION

# Chief financial officer, Department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The Office of the Chief Financial Officer (OCFO) is responsible for the fiscal management, integrity and accountability of the Department of Homeland Security (DHS). The mission of the OCFO is to provide guidance and oversight of the department’s budget, financial management, financial operations for all departmental management and operations, the DHS Working Capital Fund, grants and assistance awards and resource management systems to ensure that funds necessary to carry out the department’s mission are obtained, allocated and expended in accordance with the department’s priorities and relevant law and policies. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and deputy secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The Office of the CFO of the Department of Homeland Security directly managed $86.09 million and 187 FTE according to the revised enacted budget for fiscal 2015. However, the CFO oversees the financial management of the entire department.  The Office of the CFO is comprised of:   * Budget Division * Program Analysis And Evaluation Division * Office Of Financial Operations * Financial Management and Policy Division * Internal Control Management Division * Resource Management Transformation Office (Financial Systems Division) * Financial Assistance Policy & Oversight * Departmental GAO/OIG Audit Liaison Office * Workforce Development Division |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as manages, trains and provides policy guidance and oversight of these personnel and their activities. * Implements agency asset management systems, including systems for cash management, credit management, debt collection and property and inventory management and control. * Manages the financial execution of the agency budget and actual expenditures. * Provides financial and performance reports to staff, overseers and stakeholders. * Ties the budget and performance to outcomes. * Takes the lead role in enterprise risk management. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk management experience * Knowledge of the department’s functions and policies * Familiarity with cyber-technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships/ability to develop relationships with Congress |
| **PAST APPOINTEES** | |
| Chip Fulghum, (2014-present) – US Air Force officer for 28 years, rising to the rank of Colonel; graduate of the Air War College, the Air Command and Staff College and the Professional Military Comptroller School | |
| Margaret Ann Sherry, (2012-2013) – Deputy CFO, DHS; Director of Financial Management, DHS; Deputy CFO, United States Holocaust Memorial Museum; Auditor, GAO | |
| David Norquist, (2006-2008) – Deputy Under Secretary of Defense (Comptroller), DOD; Staff, House Appropriations Committee | |
| Andrew Maner, (2004-2006) – Chief of Staff to US Customs Commissioner Robert C. Bonner; asked to direct and manage the merger of the four component agencies of CBP: US Customs, US Border Patrol, INS Inspections and Agriculture & Quarantine Inspections; served in the White House Office of Advance; Staff Assistant under Press Secretary Marlin Fitzwater | |

POSITION DESCRIPTION

# Commissioner, US Customs and Border Protection, Department of Homeland Security

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The commissioner of Customs and Border Protection (CBP) works to keep terrorists and their weapons out of the country. The commissioner has the responsibility of securing the border and facilitating lawful international trade and travel, while enforcing hundreds of U.S. laws and regulations including immigration and drug laws. The commissioner is a key official representing the facilitation of legitimate travel and trade. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | The commissioner leads a workforce of 60,000, including 43,000 uniformed law enforcement officers. The commissioner oversees a budget of over $13 billion and six operational offices:   * Office of Border Patrol * Office of Field Operations * Office of Air and Marine * Office of International Affairs * Office of Internal Affairs * Office of International Trade |
| Primary Responsibilities | * Has dual mission of securing the nation’s borders while facilitating legitimate trade and travel. * Safeguards America's borders, protects the public from dangerous people and materials and enhances the nation's global economic competitiveness by enabling legitimate trade and travel. * Integrates border management, which includes immigration control and trade and travel processing. * Strengthens America’s borders by keeping terrorists and their weapons out of the U.S. * Facilitates lawful international trade and travel while enforcing hundreds of U.S. laws and regulations, including immigration and drug laws. * Secures the border using state of the art technology such as ground based radar systems, unmanned aerial vehicles (UAVs) and an increased intelligence infrastructure. * Ensures a balanced focus between the two essential facets of CBP – immigration and trade. * Continues to modernize the way in which law enforcement agencies and the intelligence community work together in their efforts to screen passengers and cargo entering the United States. * Advances U.S. economic competitiveness and promotes economic prosperity with public, private and international partners. * Promotes organizational integration, innovation and agility to ensure the efficiency and effectiveness of CBP. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Effective partnership with federal, state, local and foreign partners * An understanding of all constituencies (such as mayors of port cities, etc.) is preferred * An understanding of the Intelligence Community and the importance of timely and accurate intelligence to the department. Intelligence is an integral aspect of CBP. * An appreciation for technology and systems integration. CBP is implementing many technology projects ranging from nonintrusive screening technology, border security tools, ACE (Automated Customers Environment) * Understanding of how vital trade is to our nation’s economy and how critically important well-staffed and equipped ports of entry are to trade and travel facilitation and in the interdiction of drugs and other contraband * Strong communication skills, in addition to commercial/private sector experience, to couple with law enforcement understanding * Ability to work with the trade community to develop creative ways to facilitate the passage of legitimate trade and travel while enhancing border security |
| Competencies | * *Building Organizational Capabilities*: Must have the ability to appoint and develop the best team to achieve the goals of the department. * *Team Leadership*: Ability to lead and motivate an organization of large scale and rally the workforce around a common goal. * *Collaboration and Influencing*: Must understand and develop relationships between component organizations and DHS, as well as the relationships between the commissioner, Congress and the administration. Must work with appointed teams and partner organizations to accomplish the missions of CBP. |
| **PAST APPOINTEES** | |
| R. Gil Kerlikowske (2014-present): Director, Office of National Drug Control Policy, White House; Chief of Police, Seattle, Washington; Deputy Director, Office of Community Oriented Policing Services, US Department of Justice | |
| W. Ralph Basham (2006-2009): Director of the United States Secret Service; Director of the Federal Law Enforcement Training Center (FLETC); Chief of Staff for the Transportation Security Administration (TSA) | |
| Robert C. Bonner (2001-2005): DEA Administrator (1990-1993); Federal Judge for the Central District of California (1989-1990); U.S. Attorney Central District of California (1984-1989); Assistant [U.S. Attorney](http://en.wikipedia.org/wiki/U.S._attorney) for the [Central District of California](http://en.wikipedia.org/wiki/United_States_District_Court_for_the_Central_District_of_California) (1971-1975) | |

POSITION DESCRIPTION

# deputy secretary, Department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes 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. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and at times Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal GPRA processes. * Works closely with the secretary, chief of staff and CXOs.   Responsible for overseeing the execution of the department’s core mission areas:   * 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 | Depends on the policy priorities of the 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 * Comfort 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 | |

POSITION DESCRIPTION

# ADMINISTRATOR, FEDERAL EMERGENCY MANAGEMENT AGENCY

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The administrator of the Federal Emergency Management Agency (FEMA) is responsible for preparing the United States and its citizens for responding to and recovering from national emergencies. As a major component of the Department of Homeland Security, the administrator works closely with other administrators and directors who comprise the secretary’s leadership team. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The FEMA administrator is responsible for operations and management of approximately 8,000 employees at headquarters, regional offices and other locations across the United States. The fiscal 2016 budget was $13.2 billion. |
| Primary Responsibilities | * Ensure that FEMA carries out its mission of:   + Reducing the loss of life and property   + Protecting communities nationwide from all hazards, including natural disasters, acts of terrorism and other man-made disasters.   + Providing survivor assistance.   + Ensuring emergency response and recovery. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience and expertise with crisis management and disaster response * Strong communications and media skills, as he/she is viewed as the face of the president’s administration during national emergencies |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies. * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations. * *Team Leadership*: Can focus, align and build effective groups. * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command, particularly with members of the interagency and local and state officials. |
| **PAST APPOINTEES** | |
| Craig Fugate (incumbent): Director, Florida Division of Emergency Management | |
| R. David Paulison (2005-2009): Former Fire Chief; Under Secretary, FEMA | |
| Michael Brown (2003-2005): Undersecretary of Emergency Preparedness and Response at the Department of Homeland Security; General Counsel, FEMA | |
| Joe Allbaugh (2001-2003): Campaign manager for Governor George Bush; Field staff supporting the 1984 Reagan-Bush campaign | |

POSITION DESCRIPTION

# General counsel, department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security & Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The general counsel (GC) is the chief legal officer of DHS and is responsible for all of the department's legal determinations and for overseeing all of its attorneys. The GC is also the department's regulatory policy officer, managing the rulemaking program and ensuring that all DHS regulatory actions comply with relevant statutes and executive orders. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The Office of the General Counsel has over 1,800 dedicated attorneys at headquarters and at operating components. The GC has four direct reports:   * Two deputy general counsels * Principal Deputy General Counsel * Chief of Staff   In addition, the GC indirectly manages a team of seventeen. |
| Primary Responsibilities | * Provides complete, accurate and timely legal advice on possible courses of action for the department. * Ensures that Homeland Security policies are implemented lawfully, quickly and efficiently. * Protects the rights and liberties of any Americans who come into contact with the department and ensures that the department's efforts to secure the nation are consistent with the civil rights and liberties of all citizens. * Facilitates quick responses to congressional requests for information. * Represents the department in venues across the country, including in the immigration courts of the U.S. * Identifies legal requirements that apply to departmental policies and procedures and assists in policy and operational initiative planning, as well as reviews and develops proposed legislation. * Key subject areas include federal contracting, immigration, border search, Title 10/32: DOD/civilian Interaction, FEMA statutes and state and local – federalism issues. * Partners closely with the secretary of Homeland Security, the U.S. Coast Guard Office of the Judge Advocate General, Federal Law Enforcement Training Center Office of Legal Counsel, TSA Office of Legal Counsel, Customs and Border Protection Office of Chief Counsel, U.S. Citizenship and Immigrations Services Office of Chief Counsel and Immigration and Customs Enforcement Office of the Principal Legal Advisor. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Ability to work smoothly with the DNI, across the intelligence community and with other government agencies. * Experience working with or in Congress is beneficial * Familiarity with or ability to manage a complex, highly secretive mission set * Experience working in intelligence, foreign affairs or the military, either directly or in an oversight capacity * Diplomatic skills and demeanor to work with foreign liaison services * High degree of discretion * Familiarity and fundamental understanding of emerging technologies |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing geographically-dispersed staff of legal and administrative support professionals. * *Collaboration & Influencing*: Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. |
| **PAST APPOINTEES** | |
| Stevan Bunnell (2013-Present): Managing Partner at O’Melveny & Myers LLP; Federal Prosecutor for the U.S. Department of Justice Criminal Division | |
| Ivan Fong (2009-2012): Chief Legal Officer and Secretary at Cardinal Health; Senior Vice President and General Counsel at GE Vendor Financial Services; Deputy Associate Attorney General at U.S. Department of Justice | |
| Gus Coldebella (2007-2009): Deputy General Counsel of DHS; Special Assistant District Attorney at the Middlesex District Attorney’s Office | |
| Philip Perry (2005-2007): Acting Associate Attorney General at the Department of Justice; General Counsel of the Office of Management and Budget | |

POSITION DESCRIPTION

# Director, IMMIGRATION AND CUSTOMS ENFORCEMENT, Department of Homeland security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs jointly with Judiciary |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The Director for Immigration and Customs Enforcement (ICE) leads the largest investigative agency within the Department of Homeland Security. S/he advances ICE’s mission to promote homeland security and public safety through the criminal and civil enforcement of federal laws governing border control, customs, trade and immigration. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. ICE has nearly 20,000 employees in more than 400 offices in the United States and 48 foreign countries. The agency has an annual budget of approximately $6 billion, primarily devoted to two operational directorates — Enforcement and Removal Operations (ERO) and Homeland Security Investigations (HSI). |
| Primary Responsibilities | * Ensures ICE carries out its mission of protecting America from the cross-border crime and illegal immigration that threaten national security and public safety. * Investigates and enforces the nation’s laws governing border control, customs, trade and immigration. ICE is also at the forefront to of enforcing these laws in cyberspace. * Supports the ongoing objectives of the Department of Homeland Security. * Improves ICE’s ability to identify and dismantle criminal networks that traffic in weaponry, narcotics, counterfeit goods and human beings. * Expands and strengthens partnerships at every level of law enforcement. * Continues agency-wide efforts to improve relationships within the communities ICE protects through greater transparency and ongoing engagement with citizens, educators and civic leaders on a daily basis. * Strengthens employee engagement by working to ensure that employees truly understand the value of what they do and helps the American people better understand and appreciate the value of those efforts. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Broad understanding of all aspects of the department’s activities, including the enforcement of immigration laws, the prevention of terrorism, the combating of the illegal movement of people and goods to and within the United States and the safeguarding and securing of cyberspace. * Leadership and management experience |
| Competencies | * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command. * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies. * *Results Orientation*: Drives for improvement of results, as demonstrated by a track record of substantially enhancing the performance of the organization under this individual’s leadership. Sets appropriate metrics and tracks progress and results in line with the administration’s policy objectives. * *Team Leadership*: Inspires teams to achieve excellence by attracting and developing exceptional talent in the organization. Fosters an environment of openness, respect and desire for achievement. |
| **PAST APPOINTEES** | |
| Sarah Saldaña (incumbent): U.S. Attorney for the Northern District of Texas; Assistant U.S. Attorney for the Northern District of Texas; Deputy Criminal Chief of the Northern District of Texas’ Major Fraud and Public Corruption Section. | |
| John T. Morton (2009-2013): Acting Deputy Assistant Attorney General (2009-2009); Acting Chief, Domestic Security Section (2007-2009); Deputy Chief, Domestic Security Section (2006-2007). | |
| Julie L. Myers (2006-2008): Special Assistant to the President (2003-2004); Chief of Staff, Criminal Division, U.S. Department of Justice (2002-2003); Deputy Assistant Secretary, Anti-Money Laundering and Financial Crimes (2001-2002). | |

POSITION DESCRIPTION

# Administrator, Transportation Security Administration, Department of homeland security

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation jointly with Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The Administrator of the Transportation Security Administration (TSA) is responsible for overseeing the agency’s execution of its mission to protect U.S. transportation systems and the traveling public. Under the direction of the secretary of the Department of Homeland Security, the administrator exercises authority, direction and control over the Transportation Security Administration. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The TSA is an agency of more than 60,000 FTE, with approximately $7.5 billion in discretionary and mandatory budget authority, substantial regulatory authority and a nationwide presence. Key direct reports to the administrator include:   * Deputy Administrator * Chief of Staff * Chief Risk Officer * Chief of Operations |
| Primary Responsibilities | * Ensures agency carries out its mission to protect the nation's transportation systems to ensure freedom of movement for people and commerce. * Ensures effective and efficient screening of all air passengers, baggage and cargo on passenger planes. * Deploys federal air marshals internationally and domestically to detect, deter and defeat hostile acts targeting air carriers, airports, passengers and crew. * Manages security risks of the surface transportation systems by working with public and private sector stakeholders, providing support and programmatic direction and conducting on-site inspections to ensure the freedom of movement of people and commerce. * Develops and implements more efficient, reliable, integrated and cost-effective screening programs. * Hires, trains and retains security screening personnel at all airports * Develops policies, strategies and plans for dealing with threats to transportation security. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Background in security, risk management, law enforcement, military, counterterrorism, intelligence or regulatory is preferred * Ability to act as a spokesperson for the agency * Ability to set a vision for the agency that is responsive to the ever-evolving needs and perceptions of travelers * Ability to effectively engage with both internal and external stakeholders including other agency heads and key Hill staffers * Existing relationships with relevant private sector, both domestic and international preferred (e.g., aviation industry, key associations, etc.) |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations. * *Team Leadership*: Can focus, align and build effective groups and effectively oversee a large, geographically dispersed workforce * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| Peter V. Neffenger, (2015 – Present) – Vice Admiral/Commandant, United States Coast Guard; Deputy Commandant for Operations, USCG; Deputy National Incident Commander, USCG | |
| John Pistole, (2010 – 2014) – Deputy Director, FBI; Executive Assistant Director for Counterterrorism and Counterintelligence, FBI, Special Agent, FBI | |
| Kip Hawley, (2005 – 2009) – Executive Vice President, Arzoon; Air Traffic Services Subcommittee Member, FAA; CEO, Skyway; Vice President, Union Pacific Railroad; Deputy Assistant Secretary and Executive Director, Governmental Affairs for the Department of Transportation | |

POSITION DESCRIPTION

# Under Secretary for National Protection and Programs directorate, Department of Homeland Security

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The undersecretary’s goal is to advance the department's risk-reduction mission. Reducing risk requires an integrated approach that encompasses both physical and virtual threats and their associated human elements. The undersecretary leads the efforts to protect and enhance the resiliency of the nation’s physical and cyber critical infrastructure from terrorist attacks, natural disasters and other catastrophic incidents. The directorate accomplishes its mission by partnering with infrastructure owners and operators as well as federal, state, local and territorial officials. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary and deputy secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. The undersecretary oversees a staff of approximately 2,800 and an annual budget of approximately $2.5 billion. Direct reports include:   * Deputy undersecretary for cyber security * Deputy undersecretary for national protections and programs * Director, Federal Protective Service * Director, Office of Biometric Identification Management |
| Primary Responsibilities | * Strengthens the security and resiliency of the nation’s critical infrastructure against physical and cyber risk, securing federal facilities, building capabilities in the .gov and .com domains and advancing identity management verification. * Reduces risks to physical, cyber and communications infrastructures. * Collaborates with all levels of government, the private sector, non-government organizations and international bodies. * Prevents, responds to and mitigates threats to U.S. national security from acts of terrorism, natural disasters and other catastrophic events.   The role works closely with the following entities:   * Secretary of Homeland Security * Federal Protective Service (FPS) * Office of Cyber Security and Communications (CS&C) * Office of Infrastructure Protection (IP) * US-VISIT * Private Sector * NGO Community |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Effective emergency management and communications skills * Exceptional leadership and business skills * Risk management skills * Strong communications and media skills |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies. * Results Orientation: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations. * *Team Leadership:* Can focus, align and build effective groups. * *Collaboration & Influencing:* Works effectively with peers, partners and others who are not in the line of command. |
| **PAST APPOINTEES** | |
| Suzanne E. Spaulding, (2014 – Present) – Principal in the Bingham Consulting Group; Counsel for Bingham McCutchen LLP; Minority Staff Director for the U.S. House of Representatives Permanent Select Committee on Intelligence; General Counsel, Senate Select Committee on Intelligence | |
| Rand Beers, (2010 – 2014) – Counselor to Secretary Janet Napolitano; Co-leader of the Department of Homeland Security Transition Team; President of the National Security Network | |
| George Foresman, (2007 – 2010) – Assistant to the VA Commonwealth Preparedness; Homeland Security Advisor; Chair, Secure Commonwealth Panel of Virginia | |

POSITION DESCRIPTION

# UNDER SECRETARY, SCIENCE AND TECHNOLOGY, DEPARTMENT OF HOMELAND SECURITY

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | Technology and threats evolve rapidly in today’s ever-changing environment. The Department of Homeland Security (DHS) Science and Technology Directorate (S&T) monitors those threats and capitalizes on technological advancements at a rapid pace, developing solutions and bridging capability gaps at a pace that mirrors the speed of life. S&T’s mission is to deliver effective and innovative insight, methods and solutions for the critical needs of the homeland security enterprise. Within that context, the undersecretary for science and technology acts as the technology advisor to the secretary for Homeland Security and manages science and technology research to protect the homeland. The undersecretary leads the mission to strengthen America’s security and resilience by providing knowledge products and innovative technology solutions for the homeland security enterprise |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary and deputy secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | The undersecretary for science and technology oversees the activities of five primary divisions:   * Explosives Division * Chemical and Biological Division * Command, Control and Interoperability Division * Human Factors Division * Infrastructure and Geophysical Division   The undersecretary manages the three cross-cutting divisions of research, innovation/HSARPA (Homeland Security Advanced Research Projects Agency) and transition.  The Science & Technology Directorate’s budget for fiscal 2016 was $778,988,000. |
| Primary Responsibilities | * Strengthening America’s security and resilience by providing scientific products and innovative technology solutions. * Protecting the homeland, from development through transition, for department components and first responders. * Providing the federal, state and local officials with the technology and capabilities to protect the homeland. * Developing transition technology to protect the nation from catastrophic events. * Advocating for the use of technology to solve major challenges. * Inspiring potential commercial partners about the mission of the Science & Technology Directorate in order to secure joint investment in mutually aligned initiatives. * Rapidly develop and deliver knowledge, analyses and innovative solutions that advance the mission of the department. * Leverage technical expertise to assist DHS components’ efforts to establish operational requirements and select and acquire needed technologies—both through direct investment and through private sector partnerships. * Develop risk assessments for new technologies (such as drones or cyber threats). * Strengthen the homeland security enterprise and first responders’ capabilities to protect the homeland and respond to disasters. * Conduct, catalyze and survey scientific discoveries and inventions relevant to existing and emerging security challenges. * Foster a culture of innovation and learning, in S&T and across DHS, that address challenges with scientific, analytic and technical rigor. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Effective scientific management and communication skills. Must be able to communicate effectively across different sectors and agencies at multiple levels within the government. * Exceptional leadership and business skills, ideally with some experience in the private sector * Risk-informed decision-making and interagency technology coordination experience * Explosives, chem/bio, Interoperability/cyber security, border/maritime security, human factors/psychology of terrorism, infrastructure protection/geophysical effects and mission needs and solutions experience * Science and technology research, development, testing and evaluation experience * Understanding of inter-agency relationships in the community and ability to build and strengthen relationships at all levels * Must be comfortable asking questions when clarity is needed * Previous DOD experience would be beneficial |
| Competencies | * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command. In particular, proactively builds relationships with peers in other agencies/organizations and encourages subordinates to build complementary relationships. * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies. Specifically, has the ability to anticipate new technology developments and prepares the administration to respond accordingly. * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance of the organization under this individual’s leadership. Sets appropriate metrics and tracks progress and results in line with the administration’s policy objectives. * *Team Leadership*: Inspires teams to achieve excellence by attracting and developing exceptional talent in the organization. Fosters an environment of openness, respect and desire for achievement. |
| **PAST APPOINTEES** | |
| Tara Jean O’Toole (2009-2013): CEO and Director of the Center for Biosecurity at the University of Pittsburgh Medical Center (2003-2009); Director, Johns Hopkins Center for Civilian Biodefense Strategies (2001-2003) | |
| Jay M. Cohen (2006-2009): Chief of the Office of Naval Research (2000-2006); Director, Navy Y2K Office (1999-2000); Deputy Chief of Navy Legislative Affairs (1993-1997) | |

POSITION DESCRIPTION

# Undersecretary for Intelligence and Analysis, Department of Homeland Security

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The undersecretary for intelligence and analysis (I&A) is responsible for using information and intelligence from multiple sources to identical and assess current and future threats to the U.S. Priorities including aviation, border and cyber security, as well as supporting the overall goals of the Department of Homeland Security (DHS). Serving as DHS’ chief intelligence officer, the undersecretary works closely with the secretary of Homeland Security and the director of National Intelligence to equip the homeland security enterprise with the intelligence and information it needs to keep the homeland safe, secure and resilient. The undersecretary for I&A is one of four undersecretaries at DHS. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Homeland Security & director of National Intelligence |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DHS had $42,573 million in outlays and 166,777 total employment. Overall, the role oversees approximately 700 full-time staff and has responsibility to coordinate with several other DHS entities. |
| Primary Responsibilities | The position encompasses four main roles:   * Overseeing day-to-day operations of the Office of I&A * Overseeing the counterintelligence programs of DHS, including management of 10 direct reports * Overseeing information sharing and safeguarding within DHS, including a staff of 10 * Acting as Chief Intelligence Officer for DHS * Uses information and intelligence from multiple sources to identical and assess current and future threats to the US. * Holds daily accountability for intelligence activities of DHS, including analysis, collection and reporting of intelligence. * Works with state and local partners. * Sets up an overall process to ensure that the missions of the intelligence community are satisfied appropriately. * Holds overall operational responsibility for the Office of I&A, including budget, human resources, etc. * Promotes the integration of intelligence information for operational purposes, including implementing the DHS data framework for intelligence. * Builds true homeland security intelligence professionals, including developing a process that would help the Office of I&A build its team’s capabilities in homeland security intelligence (e.g., workforce development, training, rotations, joint duty, etc.) |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong track record of executive leadership * Experience in the role of a senior intelligence officer, or strong experience working in/with the intelligence community (IC) and/or federal law enforcement * Expertise with crisis management * Candidate must be respected in the IC |
| Competencies | * *Team Leadership*: Can focus, align and build effective groups; demonstrated ability to motivate a large, diverse group of professionals * *Collaboration and Influencing*: Works effectively with peers, partners and others who are not in the line of command; develops and drives consensus within disparate groups of stakeholders * *Driving Organizational Capabilities*: Ability to build capabilities within a relatively young department; must organize a large team to produce outcomes, as well as change operations to achieve new missions and goals; must work to make intelligence a key driver of business actions within DHS * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations; ability to ensure quality of analytical products (i.e., intelligence) given to customers (i.e., tribal and territorial partners, law enforcement, DHS, etc.) and to drive changes to improve the process to develop these products |
| **PAST APPOINTEES** | |
| Francis Taylor (2014 – present): Chief Security Officer, General Electric; Assistant Secretary of State for Diplomatic Security and Director, Office of Foreign Missions, Department of State; United States Ambassador at Large and Coordinator for Counterterrorism, Department of State | |
| Caryn Wagner (2010 – 2012): Instructor, Intelligence Community Management, The Intelligence and Security Academy; Budget Director, House Permanent Select Committee on Intelligence; Assistant Deputy Director of National Intelligence for Management and Chief Financial Officer, National Intelligence Program, Office of the Director of National Intelligence | |
| Charles Allen (2007 – 2009): Assistant Secretary for Information Analysis and Chief of Intelligence, Department of Homeland Security; Assistant Director of Central Intelligence for Collection, Central Intelligence Agency | |

POSITION DESCRIPTIOn

# Director, U.S. Citizenship and Immigration Services, Department of Homeland Security

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| **OVERVIEW** | |
| Senate Committee | Judiciary |
| Agency Mission | To ensure that homeland is safe, secure and resilient against terrorism and other potential threats. |
| Position Overview | The director of U.S. Citizenship and Immigration Services (USCIS) is charged with operating the largest immigration system in the world. The director is responsible for enhancing USCIS efforts to provide accurate and useful information to customers, grant immigration and citizenship benefits, promote an awareness and understanding of citizenship and ensure the integrity of the immigration system. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Homeland Security |
| **RESPONSIBILITIES** | |
| Management Scope | The Director is responsible for a 19,000 member workforce throughout more than 223 offices worldwide and oversees a $3 billion annual budget. Direct reports include:   * Deputy Director, U.S. Citizenship and Immigration Services * Chief of Staff, U.S. Citizenship and Immigration Services * Chief Counsel, U.S. Citizenship and Immigration Services * Associate Director, Service Center Operations Directorate * Associate Director, Refugee, Asylum and International Operations * Associate Director, Customer Service and Public Engagement * Associate Director, Management Directorate * Associate Director, Fraud Detection and National Security Directorate * Associate Director, Field Operations Directorate * Associate Director, Immigration Records and Identity Services Directorate |
| Primary Responsibilities | * Oversees lawful immigration to the United States. * Secures America’s promise as a nation of immigrants by providing accurate and useful information to customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship and ensuring the integrity of our immigration system. * Strengthens the security and integrity of the immigration system. * Provides effective customer-oriented immigration benefit and information services. * Supports immigrants’ integration and participation in American civic culture. * Promotes flexible and sound immigration policies and programs. * Strengthens the infrastructure supporting the USCIS mission.   The USCIS works closely with the following entities:   * State Department * National Security Council * Commerce * Defense * Federal law enforcement * Secretary of Homeland Security * Private sector * State, local, tribal and territorial governments * U.S. Coast Guard * Customs and Border Protection * Immigration and customs enforcement |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience in roles related to immigration * Previous experience in a federal prosecutor capacity, legal, law enforcement or private sector role is related, though not required * Political acumen with strong Congressional and White House relationships |
| Competencies | * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * *Results Orientation*: Drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * *Team Leadership*: Can focus, align and build effective groups * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| León Rodríguez (2014 – Present) - Director, Office for Civil Rights at the Department of Health and Human Services; Chief of Staff and Deputy Assistant Attorney General for Civil Rights at the Department of Justice; County Attorney for Montgomery County, Maryland | |
| Alejandro Mayorkas (2009 – 2013) - Deputy Secretary of Homeland Security; United States Attorney for the Central District of California; Partner in Law at O’Melveny & Myers LLP; Vice-Chair of the Attorney General’s Advisory Subcommittee on Civil Rights | |
| Emilio T. Gonzalez (2005 – 2008) - Lawyer at the international firm Tew Cardenas; Director for Western Hemisphere Affairs at the National Security Council; Served in the Army and military attaché to embassies in El Salvador and Mexico; Taught at West Point | |

POSITION DESCRIPTION

# air force general counsel, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the United States Air Force is to fly, fight and win in air, space and cyberspace. Airmen pursue their mission with excellence and integrity to become leaders, innovators and warriors. |
| Position Overview | The Office of the General Counsel serves its client, the Department of the Air Force, by providing members of the secretariat and air staff with actionable, candid and independent legal advice and counsel, effective advocacy and creative problem solving, in furtherance of the Air Force mission. The general counsel is the chief legal officer and chief ethics official of the Department of the Air Force and works in close collaboration with the judge advocate general to provide legal advice to the department. The Office of the General Counsel performs the functions and duties assigned to the general counsel by order of the Secretary of the Air Force. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Air Force |
| **RESPONSIBILITIES** | |
| Management Scope | The Air Force has an annual budget of more than $139 billion and nearly 660,000 active duty, guard, reserve and civil airmen. The general counsel manages an office of about 80 FTE and directly oversees several deputies. |
| Primary Responsibilities | * Manages the Office of the General Counsel. * Serves as a trusted legal advisor to the Air Force secretary, undersecretary, assistant secretaries, air staff and other senior leaders. * Identifies legal issues that require the attention of Air Force senior leadership. * Works with Air Force senior leadership to resolve crises, make major acquisitions and execute special projects. * Represents the Air Force in larger discussions of legal issues in the Department of Defense. * Works with other general counsel of the Department of Defense on issues of common concern. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Leadership and management experience * Acquisition law experience useful * Previous Pentagon experience a plus |
| Competencies | * Very strong people skills * Ability to resolve differences in opinion with other legal experts in the department * Ability to work under high pressure * Ability to handle sensitive matters * A willingness to understand the Air Force more broadly as one of its senior officials and be an active participant in the business side of its management |
| **PAST APPOINTEES** | |
| Gordon O. Tanner (September 2014 to present) – Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs; Principal Deputy General Counsel of the Air Force; Deputy Assistant Secretary of the Air Force (Reserve Affairs) | |
| Charles A. Blanchard (2009 to 2013) – Partner at the Phoenix, Ariz., office of Perkins Coie Brown & Bain; General Counsel of the Army; Chief Counsel to the White House Office of National Drug Control Policy; two terms as a member of the Arizona State Senate | |
| Mary L. Walker (2001 to 2009) – Partner at Brobeck, Phleger and Harrison; Partner at Luce, Forward, Hamilton and Scripps; Assistant Secretary for Environment, Safety and Health at U.S. Department of Energy; Deputy Solicitor at the U.S. Department of the Interior; Principal Deputy Assistant Attorney General in the Environment and Natural Resources Division at the U.S. Department of Justice | |

POSITION DESCRIPTION

# secretary of the air force, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the United States Air Force is to fly, fight and win in air, space and cyberspace. Airmen pursue their mission with excellence and integrity to become leaders, innovators and warriors. |
| Position Overview | The Secretary of the Air Force is responsible for all the affairs of the Department of the Air Force, including the organizing, training, equipping and providing for the welfare of its nearly 660,000 active duty, guard, reserve and civilian airmen and their families. The secretary is responsible for the effectiveness and efficiency of the Air Force in carrying out its missions. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | The incumbent oversees the Air Force's annual budget of more than $139 billion and its nearly 660,000 active duty, guard, reserve and civilian airmen. The secretary has about 13 direct reports. |
| Primary Responsibilities | * Formulates policies and programs that are fully consistent with national security objectives and policies established by the president or the Secretary of Defense. * Carries out the functions of the department to fulfill the current and future operational requirements of the combatant commands. * Ensures effective cooperation and coordination with other military departments and DOD agencies, the intelligence community, Congress, NASA, FAA and others to facilitate effective, efficient and economical administration. * Serves as principal DOD space advisor (PDSA) and chairs the Defense Space Council. * Serves as a member of senior DOD governance bodies as directed. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A person may not be appointed as Secretary of the Air Force within five years after relief from active duty as a commissioned officer of a regular component of an armed force (10 U.S.C. § 8013) * Extensive leadership and management experience * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, the aerospace industry, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * High level of energy for extensive foreign and domestic travel and interactions * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Deborah James (2013 to present) – Senior Vice President, Science Applications International Corporation; Chief Operating Officer, Business Executives for National Security; Vice President, United Technologies; Assistant Secretary of Defense for Reserve Affairs | |
| Eric Fanning (2013) (Acting) – Deputy Under Secretary of the Navy/Deputy Chief Management Officer, United States Navy; Deputy Director, Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism; Senior Vice President, Business Executives for National Security | |
| Michael Donley (2008 to 2013) – Director of Administration and Management, Office of the Secretary of the Defense; Senior Vice President, Hicks and Associates Inc.; Senior Fellow, Institute for Defense Analyses; Acting Secretary of the Air Force; Assistant Secretary of the Air Force (Financial Management and Comptroller) | |

POSITION DESCRIPTION

# under secretary of the air force, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the United States Air Force is to fly, fight and win in air, space and cyberspace. Airmen pursue their mission with excellence and integrity to become leaders, innovators and warriors. |
| Position Overview | The undersecretary of the Air Force is responsible for all Air Force affairs on behalf of the secretary of the Air Force, including organizing training and equipping the force. This individual serves as acting secretary of the Air Force in the secretary’s absence. By law, the Under Secretary serves as the chief management officer of the Air Force. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of the Air Force |
| **RESPONSIBILITIES** | |
| Management Scope | The Air Force has nearly 660,000 active duty, guard, reserve and civilian airmen. The undersecretary of the Air Force oversees its annual budget of more than $139 billion. The USECAF has several direct reports: the deputy undersecretary of the Air Force (Space Programs); the deputy undersecretary of the Air Force (International Affairs); the Directorate of Space Acquisition; the National Security Space Office; the Office of Small Business Programs of the Department of the Air Force and the deputy chief management officer. The Air Force Program executive officer for the Space Radar Program and the Air Force Program executive officer for environmental satellites also report directly to the USECAF. |
| Primary Responsibilities | |  | | --- | | * Subject to the direction and control of the secretary of the Air Force (SECAF):   + Exercises the full authority of the secretary (except as limited by law, regulation, Office of Secretary of Defense or SECAF restrictions) in all affairs of the Department of the Air Force and relationships and transactions with Congress and other governmental and non-governmental organizations and individuals.   + Develops, oversees and executes programs enabling the United States to exploit, integrate and control space to protect and defend the nation and its global interests from peace through war.   + In accordance with Section 904, NDAA fiscal 08, the USECAF is designated as the chief management officer of the Air Force and assigned duties and authority relative to the management of business operations of the Air Force. * Serves as the acting SECAF when the position of the SECAF is vacant. * Manages key relationships with the United Commands, Joint Staff, intelligence community, defense agencies and other military departments and the headquarters Air Force staff. * Exercises primary responsibility for the oversight of the Air Force Special Access Program space activities. * Directs and oversees activities of the Air Force program executive officer for space, the Air Force program executive officer for the space radar program, the Air Force program executive officer for environmental satellites, the Directorate of Space Acquisition, the deputy undersecretary of the Air Force (space programs), the deputy undersecretary of the Air Force (international affairs) and the Office of Small Business Programs of the Department of the Air Force. * Serves as the milestone decision authority for Department of Defense Major Defense Acquisition Programs (MDAP) when delegated by the undersecretary of Defense (Acquisition Technology and Logistics) and re-delegated by the SECAF. * Recommends, to the heads of the DOD Components, DOD-wide processes for the development, coordination, integration, review and implementation of space system plans, strategy and acquisition programs. * Prepares the annual National Security Space Plan in consultation with the heads of DOD components and the director of National Intelligence. * Reviews annually, in coordination with the other DOD components and the intelligence community, the space program, budget and accounting mechanism. * Represents and advocates DOD-wide space interests in the planning and programming processes and defense acquisition process. * Integrates the needs and requirements of the DOD components into space plans and space MDAP capabilities documents and submits them to the Joint Requirements Oversight Council for validation. * Prepares annually, in consultation with the heads of DOD components and the director of national intelligence, the national security space program assessment reports on the consistency of the implementation of defense and intelligence space programs with policy, strategy, planning and programming guidance and architectural decisions, based on the Future Years Defense Program. * Provides direct oversight over the Operationally Responsive Space (ORS) Office and acts for the SECAF as the service acquisition executive for the office’s efforts. Convenes the ORS executive committee in coordination with the commander, U.S. Strategic Command. * Serves as the DOD representative on the National Polar-Orbiting Operational Environmental Satellite System Executive Committee; the co-chair of the Space Industrial Base Council; a member of the Space Partnership Council; the co-chair of the Space Professional Oversight Board; the co-chair of the Space Steering Council. * Serves as the co-chair of the top Air Force corporate decision making body, the Air Force Council. * Represents the Air Force as a member of the deputy secretary of Defense’s Defense Management Advisory Group. | |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive leadership and management experience * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, the aerospace industry, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Lisa Disbrow (2016 to present) – Assistant Secretary of the Air Force for Financial Management and Comptroller; Vice Director for Force Structure, Resources and Assessment on the Joint Staff; Chairman of the Joint Requirements Oversight Council; Special Adviser for Policy Implementation and Execution, National Security Adviser | |
| Eric Fanning (2013 to 2015) – Deputy Under Secretary of the Navy/Deputy Chief Management Officer, United States Navy; Deputy Director, Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism; Senior Vice President, Business Executives for National Security | |
| Erin Conaton (2010 to 2012) – Staff Director, House Armed Services Committee; Research Staff Director for the U.S. Commission on Nation Security in the 21st Century; Office of Pacific and Latin American Analysis, Central Intelligence Agency | |

POSITION DESCRIPTION

# Army General Counsel, Department of Defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The U.S. Army’s mission is to fight and win our nation’s wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. |
| Position Overview | The general counsel is the legal counsel to the secretary of the Army and the chief legal officer of the Department of the Army. The general counsel’s responsibility extends to any subject of law and to other matters as directed by the secretary. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Army |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Army had a budget of $151 billion and in fiscal 2017 it had 197,392 FTE. The Office of the General Counsel is comprised of an executive section, four legal practice groups and one program. The general counsel directly heads the executive section and is assisted by a principal deputy general counsel. |
| Primary Responsibilities | * Serves as counsel for the Army, the secretary of the Army and other secretariat officials and coordinates legal and policy advice to all other members of headquarters, Department of the Army. * Determines the Department of the Army position on any legal question or procedure. * Establishes and administers the department's policies concerning legal services, to include supervision over and professional guidance to all Department of the Army attorneys and legal offices. * Oversees compliance with the Freedom of lnformation Act and the Privacy Act within the department, including any action on behalf of the Secretary on appeals from denials of information and ensuring proper resolution of issues involving access to information in Army records. * Serves as the designated agency ethics official for the Army and exercises final authority within the department for all ethics matters. * Provides legal review of all legislative proposals of interest to the Army. * Provides guidance with respect to representation of the department and protection of its interests in litigation and in all other legal proceedings and coordinates on all recommendations to the U.S. Department of Justice regarding whether to file an appeal with a U.S. Circuit Court of Appeals or the U.S. Supreme Court. * Exercises the secretary's oversight of intelligence and counterintelligence activities and monitors sensitive activities for legality and propriety. * Coordinates with the Department of Defense, the other military departments and other federal agencies Offices of General Counsel on all Army legal matters and oversees the department's compliance with Office of Special Counsel requests for investigation. * Takes final action on claims filed against the Army under the Military Claims Act, the National Guard Claims Act, the Foreign Claims Act and Maritime Claims Act. * Exercises technical supervision over the Office of the Judge Advocate General, the Office of the Command Counsel, Army Materiel Command and the Office of the Chief Counsel, Corps of Engineers. * Provides legal advice on Army acquisition, logistics and technology programs * Serves as a special member of the Army Systems Acquisition Review Council and provides legal representation to the Army Contract Adjustment Board and the Defense Acquisition Regulatory Council. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Leadership and management experience * Acquisition law experience useful * Previous Pentagon experience a plus |
| Competencies | * Very strong people skills * Ability to resolve differences in opinion with other legal experts in the department * Ability to work under high pressure * Ability to handle sensitive matters * A willingness to understand the Army more broadly as one of its senior officials and be an active participant in the business side of its management |
| **PAST APPOINTEES** | |
| Alissa Starzak (2014 to present) – Staff Counsel, U.S. Senate Select Committee on Intelligence; Assistant General Counsel, Central Intelligence Agency; Law Clerk, Judge E Grady Jolly, U.S. Court of Appeals, Fifth Circuit | |
| Brad Carson (2012 to 2014) – CEO of Cherokee Nation Businesses; United States Naval Intelligence Officer; Member of Congress, State of Oklahoma; Special Assistant to the Secretary of Defense | |
| Benedict Cohen (2006 to 2009) – Managing Executive for Policy, Securities and Exchange Commission; Deputy General Counsel for Environment and Installations, Department of Defense; Staff Director, U.S. House Committee on Homeland Security | |

POSITION DESCRIPTION

# Secretary of the army, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The U.S. Army’s mission is to fight and win our nation’s wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. |
| Position Overview | The secretary of the Army is the senior official of the Department of the Army and is responsible for the effective and efficient functioning of the Army. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Army had a budget of $151 billion and in fiscal 2017 it had 197,392 FTE. |
| Primary Responsibilities | * Has statutory responsibility for all matters relating to the United States Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications and financial management. * Advises the secretary of Defense and the executive branch of the federal government on the capabilities and requirements of the Army to perform its statutory mission. * Presents and justifies Army policies, plans, programs and budgets to the secretary of Defense, executive branch and Congress. * Implements policy, program and budget decisions and instructions of the president or the secretary of Defense relating to the functions of the Department of the Army. * Carries out the functions of the Department of the Army so as to fulfill the current and future operational requirements of the unified and specified combatant commands. * Communicates Army policies, plans, programs, capabilities and accomplishments to the public. * Tasks other members of the headquarters, Department of the Army and other elements of the Army, as necessary, to accomplish missions and functions. * Convenes meetings with the senior leadership of the Army as necessary to debate issues, define and provide direction and seek advice. * Manages the external affairs and the compliance of functions of the Army with the advice and assistance of the chief of staff of the Army. * Prescribes relationships of each office in the secretariat and Army Staff to ensure the chief of staff receives such support as the chief of staff considers necessary to perform assigned duties and responsibilities. * Manages the civilian aides to the Secretary of the Army Program. * Ensures effective cooperation and coordination between the Department of the Army and the other military departments and agencies of the Department of Defense to facilitate its effective, efficient and economical administration. * Serves as a member of the Defense Acquisition Board, chaired by the undersecretary of Defense for acquisition, technology and logistics. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A person may not be appointed as secretary of the Army within five years after relief from active duty as a commissioned officer of a regular component of an armed force (10 U.S.C. § 3013) * Extensive leadership and management experience * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * High level of energy for extensive foreign and domestic travel and interactions * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Eric Fanning (2016 to present) – Acting Secretary of the Army; Designated Acting Under Secretary of the Army; Chief of Staff, Secretary of Defense; Under Secretary of the Air Force; Acting Secretary of the Air Force | |
| John McHugh (2009 to 2015) – Member of Congress, New York; Ranking Member, House Committee on Armed Services; Chairman, Morale, Welfare and Recreation Panel; Ranking Member, Subcommittee on Military Personnel; House International Relations Committee; House Permanent Select Committee on Intelligence | |
| Pete Geren (2007 to 2009) – Acting Secretary of the Army; Under Secretary of the Army; Special Assistant to the Secretary of Defense; Member of Congress, State of Texas | |

POSITION DESCRIPTION

# under secretary of the army, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The U.S. Army’s mission is to fight and win our nation’s wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. |
| Position Overview | The undersecretary of the Army is assigned the position of chief management officer and as such, is the principal adviser to the secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of the Army |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Army had a budget of $151 billion and in fiscal 2017 it had 197,392 FTE. As the chief management officer, the undersecretary will deal with management issues across the Army, not just those in his/her direct office. |
| Primary Responsibilities | * Represents the Army to the Department of Defense in those areas relating to the Under Secretary's principal functions and responsibilities. * Communicates Army policies, plans, programs, capabilities, accomplishments to external audiences. * Communicates information pertaining to the business operations of the Department to the Department of Defense's chief management officer and deputy chief management officer. * Develops and submits to the secretary a well-defined enterprise-wide business system architecture and transition plan encompassing end-to-end business processes and a comprehensive business transformation plan, with measurable performance goals and objectives that achieve an integrated management system for the business operations of the Army. * Recommends to the secretary methodologies and measurement criteria to better synchronize, integrate and coordinate the business operations of the department to ensure optimal alignment with the Department of Defense and Department of the Army missions. * Assists headquarters, Department of the Army principal officials in developing performance goals and measures for their areas of responsibility and supervises the development of methods assessing progress against those goals to ensure the department's policies, plans and programs are effective, efficient and in furtherance of the Secretary's strategy and priorities. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive leadership and management experience * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Patrick Murphy (2016 to present) – Litigation partner, outside general counsel for small businesses at a national law firm. Special Assistant for the Southern District of New York; Television Anchor, National Security Policy, NBC Universal; Congressman, State of Pennsylvania | |
| Brad Carson (2014 to 2015) – General Counsel of the Army; Fellow, Kennedy School of Government, Harvard University; Congressman, State of Oklahoma; Special Assistant to the Secretary of Defense | |
| Joseph Westphal (2009 to 2014) – Acting Secretary of the Army; Assistant Secretary of the Army; Employee, Environmental Protection Agency, U.S. Army Corps of Engineers, Department of Interior, Department of Defense | |

POSITION DESCRIPTION

# assistant secretary for legislative affairs, department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 assistant secretary of Defense for legislative affairs is the principal staff assistant and advisor to the secretary of Defense for DOD relations with the U.S. Congress, state governors and local officials. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. The Office of the Assistant Secretary for Legislative Affairs has around 50 employees (both civilian and military). The DOD assistant secretary for legislative affairs is a direct report of the secretary of Defense. |
| Primary Responsibilities | * Supervises the legislative affairs of DOD, developing and overseeing an integrated DOD legislative strategy that supports the administration's policy agenda and the DOD legislative program, priorities and policies. * Provides support to the secretary of Defense in his or her dealings with Congress and other legislative matters. * Coordinates all congressional interaction with the Office of the Secretary of Defense, including testimony before and visits and briefings to Congress. * Assures that Congress is fully and candidly informed of the department's plans and programs. * Coordinates with the legislative affairs offices of DOD subcomponents. * Oversees the confirmations process for individuals nominated by the president for DOD positions requiring Senate confirmation. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true and timely understanding of how Congress works * Possesses strong congressional relationships * Understands politics as well as policy * Understands the authorization process * Has a record of working with both Republicans and Democrats |
| Competencies | * Ability to manage multiple crises * Strong negotiating skills * Ability to translate DOD culture and language to Congress and vise versa * Ability to manage competing priorities * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Tressa Guenov (present) (acting) – professional staff member, Senate Select Committee on Intelligence (committee designee for Sen. Barbara Mikulski and minority staff lead on Middle East and North Africa issues); Legislative Assistant for National Security Affairs, Sen. Claire McCaskill; Special Assistant to the Under Secretary of Defense for Policy | |
| Stephen C. Hedger (2015 to 2016) – Special Assistant to the President and Senate Legislative Affairs Liaison in the White House Office of Legislative Affairs (principal White House liaison to the Senate Armed Services, Foreign Relations, Intelligence, Homeland Security and Governmental Affairs Committees and relevant Appropriations Subcommittees); Legislative Director for Sen. Claire McCaskill; Legislative Assistant for national security affairs for Sen. Claire McCaskill | |
| Elizabeth King (2009 to 2014) – Counsel and Senior Policy Advisor for Defense, Foreign Affairs and Veterans for Sen. Jack Reed; Legislative Director for Rep. Marty Meehan; counsel for the Base Closure and Realignment Commission; Legislative Aide for Sen. Alan J. Dixon | |

POSITION DESCRIPTION

# Assistant secretary for MANPOWER AND reserve affairs, DEPARTMENT OF DEFENSE

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 assistant secretary of Defense for manpower and reserve Affairs is the principal advisor to the secretary of Defense and the undersecretary of Defense for personnel and readiness on all matters relating to military and civilian personnel policies and programs, military community and family policy, reserve component affairs and integration and total force planning and requirements. The assistant secretary has responsibility for the overall supervision of matters involving the Reserve components, including the Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve and Coast Guard Reserve. Travel management, family programs, commissary shopping, workforce planning, compensation and reserve component integration are key areas that fall within the manpower and reserve Affairs portfolio. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Under Secretary of Defense for Personnel and Readiness |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. The assistant secretary of Defense for manpower and reserve affairs leads the Office of Manpower and Reserve Affairs. With eight organizations supported by nearly 27,000 personnel spanning three locations, the department supports the total force by planning, directing, coordinating and supervising 2.1 million active and reserve service members and just under 930,000 civilian personnel. |
| Primary Responsibilities | * Ensures the development and delivery of all personnel policy, both civilian and military and implements human resource solutions that support the Total Force and mission readiness. * Delivers credible advice and information proactively about the capabilities of the reserve components and develops the policies and resources necessary to fully exploit those capabilities. * Develops policies and legislation to ensure operational and strategic reserve components that are seamlessly integrated with the total force supporting national security at home and abroad. * Oversees the operations of the Department of Defense education activity, the Defense Commissary Agency and the Armed Forces retirement home and provides policy oversight of the Office of Family and Employer Programs and Policy. * Engages Congress on issues impacting the manpower and reserve Affairs portfolio, responds to congressional inquiries and meets with members of Congress and professional staff members of key Defense committees on a regular basis to address major issues impacting total force. * Provides relevant and timely policy, as well as procedural updates to Congress, the military service leadership, Defense department policy influencers, service members, civilians, their families, veterans, service providers and volunteers. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Effective communications skills * Exceptional leadership and business skills * An understanding of interagency relationships in the community * Experience interacting with senior military leaders and a background in defense would be beneficial |
| Competencies | * *Collaboration & Influencing*: Works effectively with peers, partners and others who are not in the line of command. * *Strategic Orientation*: Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies. * *Results Orientation*: Drives for improvement of results, as demonstrated by a track record of substantially enhancing the performance of the organization under this individual’s leadership. Sets appropriate metrics and tracks progress and results in line with the administration’s policy objectives. * *Team Leadership*: Inspires teams to achieve excellence by attracting and developing exceptional talent in the organization. Fosters an environment of openness, respect and desire for achievement. |
| **PAST APPOINTEES** | |
| Todd Weiler (incumbent): Consultant/President and Chief Executive Officer, One Hemisphere Ventures (2008-2016); Owner and Chief Operating Officer, Arrowpoint Corporation (2002-2008); Deputy Assistant Secretary, Department of the Army (1993-1999). | |
| Richard Wightman Jr. (2014-2015): Principal Deputy, Assistant Secretary of Defense, Reserve Affairs (2012-2012); Deputy Assistant Secretary of Defense, Materiel and Facilities (2010-2012); Commanding General, NATO Headquarters, Sarajevo (2006-2009). | |
| Jessica Wright (2012-2013): Deputy Assistant Secretary of Defense for Manpower and Personnel (2010-2012); Major General, Army National Guard. | |

POSITION DESCRIPTION

# Deputy Secretary, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 deputy secretary is delegated full power and authority to act for the secretary if the secretary prescribes such powers or if the secretary is unable to perform the functions and duties of the office. (10 U.S.C. § 132). The Deputy also serves 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 fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes 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. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal government processes. * Works closely with the secretary, chief of staff and CXOs. |
| Strategic Goals and Priorities | Depends on the policy priorities of the 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 | |

POSITION DESCRIPTION

# general counsel, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 DOD general counsel is the principal legal advisor to the secretary of Defense, has authority and responsibility for legal policy and determinations and provides legal services within the Department of Defense and its components. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. |
| Primary Responsibilities | * Serves, by law, as the chief legal officer of the DOD (10 U.S.C. § 140). * Provides advice to the secretary and deputy secretary of Defense regarding all legal matters and services performed within, or involving, the Department of Defense. * Provides legal advice to OSD organizations and, as appropriate, other DOD Components. * Oversees, as appropriate, legal services performed within the Department of Defense, including determining the adherence by attorneys in the Department of Defense to appropriate professional standards. * Coordinates on appeals from denial of requests under the Freedom of Information Act, as appropriate. * Provides advice on standards of conduct involving personnel of OSD and, as appropriate, other DOD components. * Develop the DOD legislative program and coordinates DOD positions on legislation and executive orders. * Provides for the coordination of significant legal issues, including litigation involving the DOD and other matters before the Department of Justice in which DOD has an interest. * Establishes DOD policy on general legal issues, determines the DOD positions on specific legal problems and resolves disagreements within the DOD on such matters. * Performs such functions relating to the DOD security program (including surveillance over DOD personnel security programs) as the secretary or deputy secretary of Defense may assign. * Acts as lead counsel for the department in all international negotiations conducted by OSD organizations. * Maintains the central repository for all international agreements coordinated, negotiated, or concluded by DOD personnel. * Serves as the director of the Defense Legal Services Agency (DLSA), a DOD agency that provides legal advice and services for the defense agencies, DOD field activities and other assigned organizations and as such:   + Organizes, directs and manages the DLSA and all assigned resources.   + Provides legal advice and services to the defense agencies, DOD field activities and other assigned organizations.   + Provides technical support and assistance for development of the DOD legislative program.   + Manages the departmental legislative comment programs.   + Provides a centralized legislative document reference and distribution point for the DOD and maintains the department's historical legislative files.   + Coordinates DOD policy for standards of conduct and administers the Standards of Conduct Program for the OSD and other assigned organizations.   + Administers the security clearance review program. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive legal experience in the public sector * Background in defense procurement law and/or national security law * Understanding of DOD installations and environments * Extensive management experience |
| Competencies | * Deft leadership and diplomatic skills * Ability to resolve legal approaches to support policy established by the Secretary * Ability to work under high pressure * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Jennifer O’Connor (2016 to present) – Deputy General Counsel, Department of Defense; Deputy Assistant to the President; Deputy White House Counsel; Senior Counsel, Department of Health and Human Services; Counselor to the Commissioner of the Internal Revenue Service; Deputy Assistant Secretary for Policy, Department of Labor | |
| Stephen Preston (2013 to 2015) – General Counsel, Central Intelligence Agency; General Counsel of the Navy; Various Positions in the Departments of Defense and Justice | |
| Jeh Johnson (2009 to 2012) – Partner, Paul, Weiss, Rifkind, Wharton and Garison LLP; General Counsel of the Air Force; Assistant United States Attorney for the Southern District of New York | |

POSITION DESCRIPTION

# navy general counsel, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. |
| Position Overview | The general counsel of the Navy is the chief legal officer of the Department of the Navy (DON) and is the head of the Office of General Counsel (OGC). This individual performs such functions as the secretary of the Navy may prescribe. The legal opinions issued by the general counsel (GC) are the controlling legal opinions within the DON. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Navy |
| **RESPONSIBILITIES** | |
| Management Scope | The Navy has an annual budget in excess of $170 billion and nearly 900,000 sailors, marines and civilians. |
| Primary Responsibilities | * Manages the Office of the General Counsel. * Provides business and business-related legal advice and services to the Navy and Marine Corps, including the fleet and shore establishment and the operations of the Military Sealift Command. * Provides solutions to legal issues in its principal areas of expertise, which include the following: acquisition law; business and commercial law; real and personal property law; civilian personnel and labor law; fiscal law; environmental law; alternate dispute resolution; intellectual property law; intelligence law; ethics and standards of conduct; Freedom of Information Act and Privacy Act law; and litigation related to these areas. * Maintains a close working relationship with the judge advocate general (JAG) of the Navy and the staff judge advocate to the Commandant of the Marine Corps (CMC) on all matters of common interest. * Assists in the oversight of the naval criminal investigative service. * Ensures that the intelligence, intelligence-related and sensitive activities of the department are conducted in a legal manner. * Oversees the Acquisition Integrity Office and the suspending and debarring official on acquisition matters. * Manages the alternative dispute resolution program for the Department of the Navy. * Provides legal review on all legislative proposals of interest to the Navy. * Works with the other general counsel of the Department of Defense on issues of common concern. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Extensive management experience * Acquisition law experience or familiarity * Previous DOD experience and/or military service a plus |
| Competencies | * Very strong people skills * Ability to resolve differences in opinion with other legal experts in the department * A willingness to understand the Navy more broadly as one of its senior officials and be an active participant in the business side of its management * Skill in managing within a complex, matrixed structure |
| **PAST APPOINTEES** | |
| Paul Sanz (2010 to present) – General Counsel, Committee on Armed Services, United States Senate; Deputy Chief Counsel for the Committee on International Relations, House of Representatives; Clerk, Judge Jose Fuste, U.S. District Court for the District of Puerto Rico | |
| Frank Jimenez (2006 to 2009) – Deputy General Counsel, Department of Defense; Chief of Staff, Department of Housing and Urban Development; Executive Office, Gov. Jeb Bush | |
| Alberto Mora (2001 to 2006) – Member, Broadcasting Board of Governors; General Counsel, United States Information Agency; Foreign Service Officer | |

POSITION DESCRIPTION

# Secretary of the Navy, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. |
| Position Overview | The secretary of the Navy is responsible for and has the authority necessary to conduct, all affairs of the Department of the Navy. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | The Navy has an annual budget in excess of $170 billion and nearly 900,000 sailors, marines and civilians. The Department of the Navy consists of two uniformed services: the United States Navy and the United States Marine Corps. |
| Primary Responsibilities | * Responsible for all the affairs of the Department of the Navy, including: recruiting, organizing, supplying, equipping, training, mobilizing and demobilizing. * Oversees the construction, outfitting and repair of naval ships, equipment and facilities. * Formulates policies and programs that are consistent with the national security policies and objectives established by the president and the secretary of Defense. * Implements policy, program and budget decisions and instructions of the president or the SECDEF relating to the functions of the DON in a timely and efficient manner. * Carries out the functions of the DON so as to fulfill the current and future operational requirements of the unified and specified combatant commands. * Cooperates and coordinates with the other military departments and agencies of the Department of Defense to provide for more effective, efficient and economical administration and to eliminate duplication. * Presents and justifies the position of the DON on the plans, programs and policies of the DOD. * Supervises and ensures effectiveness of the intelligence activities of the DON. * Serves as the civilian head of the Marine Corps. * Serves as a member of the Defense Acquisition Board, chaired by the undersecretary of Defense for acquisition, technology and logistics. * Responsible for such other activities as may be prescribed by law or by the president or SECDEF. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A person may not be appointed as secretary of the Navy within five years after relief from active duty as a commissioned officer of a regular component of an armed force (10 U.S.C. § 5013) * Extensive leadership and management experience * Understanding of maritime strategy and acquisition strategy * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * High level of energy for extensive foreign and domestic travel and interactions * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Ray Mabus (2009 to present) – Chairman and CEO, manufacturing company; Ambassador to Saudi Arabia; Governor of Mississippi; Auditor of Mississippi; United States Navy Officer | |
| B.J. Penn (2009 to 2009) (Acting) – Assistant Secretary of the Navy for Installations and Environment; Director, Industrial Base Assessments, United States Navy; Aviator, United States Navy | |
| Donald Winter (2006 to 2009) – Corporate Vice President and President, Mission Systems, Northrop Grumman; President, TRW Systems; Defense Advanced Research Projects Agency, Program Manager | |

POSITION DESCRIPTION

# Under secretary of the navy, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| Agency Mission | The mission of the Navy is to maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas. |
| Position Overview | The undersecretary of the Navy serves as the deputy and principal assistant to the secretary of the Navy (SECNAV) and acts with full authority of the SECNAV in the general management of the Department of the Navy and supervision of offices, organizations and functions as assigned by the SECNAV. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of the Navy |
| **RESPONSIBILITIES** | |
| Management Scope | The Department of the Navy consists of two uniformed services: the United States Navy and the United States Marine Corps. The Under Secretary oversees the management and oversight of an annual budget in excess of $170 billion and is responsible for the health and well-being of nearly 900,000 Sailors, Marines, civilians and their families. |
| Primary Responsibilities | * Serves as the deputy and principal assistant to the secretary of the Navy (SECNAV) and acts with full authority of the SECNAV in the general management of the Department of the Navy and supervision of offices, organizations and functions as assigned by the SECNAV. * Serves as the chief of staff of the secretariat. * On behalf of the secretary of the Navy, is responsible for all Department of the Navy affairs to include Navy and Marine Corps integration, acquisition, finance, personnel, legislative affairs and research and development. * Serves as the chief management officer for the Department of the Navy, ensuring efficient management of the Department’s resources through sound business practices. * Represents the Navy to the Department of Defense in those areas relating to the undersecretary’s principal functions and responsibilities. * Communicates Navy policies, plans, programs, capabilities, accomplishments to external audiences. * Communicates information pertaining to the business operations of the Department to the Department of Defense's chief management officer and deputy chief management officer. * Develops and submits to the secretary a well-defined enterprise-wide business system architecture and transition plan encompassing end-to-end business processes and a comprehensive business transformation plan, with measurable performance goals and objectives that achieve an integrated management system for the business operations of the Navy. * Recommends to the secretary methodologies and measurement criteria to better synchronize, integrate and coordinate the business operations of the department to ensure optimal alignment with the Department of Defense and Department of the Navy missions. * Assists headquarters, Department of the Navy principal officials in developing performance goals and measures for their areas of responsibility and supervises the development of methods assessing progress against those goals to ensure the department's policies, plans and programs are effective, efficient and in furtherance of the secretary's strategy and priorities. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive leadership and management experience * Strong substantive expertise in military affairs and civil military relations * Experience in DOD, Armed Services committee and/or other relevant entities * Background or experience in federal budgeting, acquisition and personnel matters |
| Competencies | * Strong communication and interpersonal skills * Ability to handle sensitive matters * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Janine Davidson (2016 to present) – Senior Fellow for Defense Policy, Council on Foreign Relations; Deputy Assistant Secretary of Defense for Plans; Director, Stability Operations Capabilities, Office of Special Operations and Low Intensity Conflict; Presidential appointee to the National Commission on the Structure of the Air Force | |
| Robert Work (2009 to 2013) – Defense Transition Team, President Barack Obama; Direction and Analysis of War Games for the Office of Net Assessment and the Secretary of Defense; Speaker, U.S. Navy strategies and programs; Center for Strategic and Budgetary Assessments, Senior Fellow | |
| Dionel Aviles (2004 to 2009) – Assistant Secretary of the Navy, Financial Management and Comptroller; Staff, House Armed Services Committee; National Security Division, Office of Management and Budget; Program Engineer, Naval Air Systems Command | |

POSITION DESCRIPTION

# Director for operational test and evaluation, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 director for operational test and evaluation (DOT&E) is the principal staff assistant and senior advisor to the secretary of Defense on operational test and evaluation (OT&E) in the Department of Defense. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Provides independent assessments to the secretary of Defense, the undersecretary of Defense for acquisition, technology and Congress. Director’s reports, by statute, go directly to the secretary of Defense and Congress. |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. The director for operational test and evaluation manages the Office of the Director for Operational Test and Evaluation budget of approximately $200 million. |
| Primary Responsibilities | * Serves as the principal staff assistant and senior advisor to the secretary of Defense on operational test and evaluation and live-fire test and evaluation within the Department of Defense. * Prescribes DOD operational test and evaluation as well as live fire test and evaluation policy and procedures. * Reviews and analyzes operational test and evaluation and live-fire test and evaluation results for each major DOD acquisition program. * Provides independent assessments to the Secretary of Defense, the undersecretary of Defense for acquisition, technology and logistics and Congress. * Makes budgetary and financial recommendations to the secretary of Defense regarding operational test and evaluation. * Oversees major DOD acquisition programs to ensure operational test and evaluation is adequate to confirm operational effectiveness and suitability of the defense system in combat use. * Manages the Office of the Director for Operational Test and Evaluation budget of approximately $200 million. * Reports annually to Congress on operational test and evaluation and live-fire test and evaluation. * Serves as a member of the Defense Acquisition Board and Info Tech Acquisition Board. * Approves test plans for operational test and live-fire oversight programs. * Reports on programs, before full-rate production decision:   + Adequacy of operational test and evaluation and live-fire test and evaluation   + Operational effectiveness and operational suitability   + Survivability and lethality   + To secretary, OSD services and four congressional committees * Coordinates operational testing conducted jointly by more than one military department or defense agency. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Appointed from civilian life (10 U.S.C. § 139) * Appointed without regard to political affiliation and solely on the basis of fitness to perform the duties of the office of director (10 U.S.C. § 139) * Background in defense industry * Familiarity with budget oversight and government rules and processes |
| Competencies | * Strong leadership and management skills * Ability to work under high pressure * Ability to work as a team |
| **PAST APPOINTEES** | |
| J. Michael Gilmore (2009 to present) – Assistant Director for National Security, Congressional Budget Office; Deputy Director, General Purpose Programs, Department of Defense; Division Director of Operations Analysis and Procurement Planning, Department of Defense | |
| Charles McQueary (2006 to 2009) – Under Secretary for Science and Technology, Department of Homeland Security; President, General Dynamics Advanced Technology Systems; AT&T Bell Laboratories, President and Vice President of various divisions | |
| Thomas Christie (2001 to 2006) – Director of the Operational Evaluation Division, Institute for Defense Analyses; Director, Program Integration, Office of the Under Secretary of Defense for Acquisition; Deputy Assistant Secretary of Defense/Deputy Director, General Purpose Programs; Director, Tactical Air Division | |

POSITION DESCRIPTION

# under secretary of defense for acquisition, technology and logistics, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 undersecretary of Defense for acquisition, technology and logistics is the principal staff assistant and advisor to the secretary of Defense and deputy secretary of Defense for all matters concerning acquisition, technology and logistics. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. |
| Primary Responsibilities | * Serves as the principal staff assistant and advisor to the secretary of Defense for all matters relating to the Department of Defense acquisition system; research and development; modeling and simulation; systems engineering; advanced technology; developmental test and evaluation; production; systems integration; logistics; installation management; military construction; procurement; environment, safety and occupational health management; utilities and energy management; business management modernization; document services; and nuclear, chemical and biological defense programs. * Establishes policies for acquisition (including procurement of goods and services, research and development, development testing and contract administration) for all elements of the DOD. * Establishes policies and programs that improve, streamline and strengthen DOD Component technology access and development programs. * Establishes policies for logistics, maintenance and sustainment support for all elements of the DOD. * Establishes policies of the DOD for maintenance of the defense industrial base sector of the United States. |
| Strategic Goals and Priorities | Depends on the policy priorities of the administration |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * “Appointed from civilian life” and “from among persons who have an extensive management background” (10 U.S.C. § 133) * Extensive financial management and procurement expertise * Experience in Defense industry * Strong substantive expertise in military affairs and strategy |
| Competencies | * Strong interpersonal and communication skills * Ability to work under high pressure * High level of energy for extensive foreign and domestic travel and interactions * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Frank Kendal III (2012 to present) – Principal Deputy Under Secretary of Defense; Acting Deputy Under Secretary of Defense; Assistant Deputy Under Secretary of Defense for Strategic Defense Systems | |
| Ash Carter (2009 to 2011) – Assistant Secretary of Defense for International Security Policy; Professor at Stanford University; Professor at Harvard University | |
| John Young (2001 to 2005) – Director, Defense Research and Engineering; Assistant Secretary of the Navy for Research, Development and Acquisition; Staff, United States Senate Committee on Defense Appropriations | |

POSITION DESCRIPTION

# undersecretary for intelligence, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 undersecretary of defense for intelligence (USD (I)) is the principal intelligence advisor to the secretary of defense. USD (I) exercises authority, direction and control on behalf of the secretary of defense over all intelligence organizations within the Department of Defense, including the National Security Agency, the Defense Intelligence Agency, the National Geospatial Intelligence Agency, the National Reconnaissance Office and the intelligence components of the combatant commands and military services. The undersecretary is dual-hatted, serving as the Director of Defense Intelligence under the Office of the Director of National Intelligence (ODNI). |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Defense  Director of National Intelligence (in capacity as director of defense intelligence) |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. The USD (I) oversees the $17B military intelligence program, the Department of Defense portion of the $54B national intelligence program, the intelligence interests within the battlespace awareness portfolio and over 110,000 personnel. |
| Primary Responsibilities | * Serves as the principal advisor to the secretary of defense for intelligence, counterintelligence and security. * Exercises authority, direction and control on behalf of the secretary of defense over the National Security Agency, the Defense Intelligence Agency, the National Geospatial lntelligence Agency, the National Reconnaissance Office and the Defense Security Service and exercises planning, policy and strategic oversight over all DOD intelligence, counterintelligence and security organizations within the Department of Defense. * Serves as director of defense intelligence and principal advisor to the Director of National Intelligence on defense intelligence matters. * Across the defense intelligence Components, oversees the $188 military intelligence program, the defense portion of the $548 national intelligence program, the intelligence interests within the battlespace awareness portfolio and over 110,000 personnel. * Serves as the principal interface with the Central Intelligence Agency and other elements of the intelligence community and represents the Department of Defense on intelligence, counterintelligence and security and sensitive activities at the National Security Council. * Serves as the primary representative of the secretary of defense to the ODNI and other members of the IC. * Exercises policy oversight of personnel in defense intelligence positions to ensure that Defense intelligence, counterintelligence and security components are manned, trained, equipped and structured to support the missions of DOD and fully satisfiscal the needs of the combatant commands, the military departments and the ODNI, as appropriate. * Oversees all defense intelligence budgetary matters to ensure compliance with the budgetary policies issued by the DNI for the national intelligence programs. * Supports the assistant secretary of defense for legislative affairs and undersecretary of defense comptroller in presenting, justifiscal ing and defending intelligence programs and budgets before Congress as well as evaluating and assessing congressional activity for impact on assigned areas of responsibility. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Appointed from civilian life (10 U.S.C. § 137) * Extensive experience in the IC * Strong substantive expertise in military affairs and strategy * Excellent leadership and managerial experience |
| Competencies | * Strong interpersonal and communication skills * Ability to integrate diverse missions and organizations * Ability to work under high pressure * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Marcel Lettre (2015 to present) – Acting Under Secretary of Defense for Intelligence; Principal Deputy Under Secretary of Defense for Intelligence; Special Assistant to the Secretary of Defense; Principal Deputy Assistant Secretary of Defense for Legislative Affairs | |
| Michael Vickers (2011 to 2015) – Assistant Secretary of Defense for Special Operations/Low-Intensity & Interdependent Capabilities; Acting Under Secretary of Defense for Intelligence; Special Forces Officer; CIA Operations Officer | |
| James R. Clapper (2008 to 2011) – Advisor to the Secretary of Defense; Director, National Imagery and Mapping Agency; Member, Downing Assessment Task Force; Lieutenant General, U.S. Air Force; Director of Intelligence for war-fighting commands U.S. Forces Korea, Pacific Command and Strategic Air Command | |

POSITION DESCRIPTION

# under secretary for policy, Department of defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 undersecretary of defense for policy (USDP) is the principal staff assistant and adviser to both the secretary of defense and the deputy secretary of defense for all matters concerning the formation of national security and defense policy and the integration and oversight of DOD policy and plans to achieve national security objectives. He/she serves as the Department of Defense’s voice in the interagency process, oversees the contingency planning by the combat commanders and is the primary liaison with foreign senior defense officials. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. |
| Primary Responsibilities | * Serves as the principal staff assistant and advisor to the secretary of defense and the deputy secretary of defense for all matters on the formulation of national security and defense policy and the integration and oversight of Department of Defense policy and plans to achieve national security objectives. * Represents the DOD in matters involving the National Security Council (NSC), the Department of State and the other federal departments, agencies and inter-agency groups with responsibility for national security policy. * Advises the secretary on crisis prevention and management. * Develops and coordinates DOD policy and positions for international negotiations on arms control implementation and/or compliance issues. * Develops DOD policy on the conduct of alliances and defense relationships with foreign governments, their military establishments and international organizations. * Develops and oversees the implementation of international security strategy and policy and plans for defense security assistance. * Provides oversight of all DOD activities related to international technology transfer. * Oversees the implementation of DOD strategy and policy for deployment and employment of strategic and theater nuclear offensive and missile defense forces. * Reviews and evaluates plans, programs and systems requirements for policy to reduce and counter the threat to the United States Armed Forces and allies. * Assists the secretary of defense in preparing written policy guidance for the preparation and review of contingency plans and in reviewing such plans. * Provides direction and supervision for policy, program planning and execution and allocation and use of resources for the activities of DOD for combating terrorism. * Supervises and directs activities of the DOD relating to export controls, when directed. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A person may not be appointed as undersecretary within seven years after relief from active duty as a commissioned officer of a regular component of an armed force (10 U.S.C. § 134). * Extensive leadership and managerial experience * Strong substantive expertise in military policy and DOD’s functions and policies * Executive leadership experience including DOD experience * Experience dealing with high-profile stakeholders * Experience leading through unexpected crisis situations |
| Competencies | * Exceptional communications and negotiation skills * Ability to integrate diverse missions and organizations * Ability to work under high pressure * High level of energy for extensive foreign and domestic travel and interactions * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Brian P. McKeon (2016 to present) (Acting) – Principal Deputy Under Secretary of Defense for Policy; Deputy Assistant to the President; Executive Secretary of the National Security Council; Chief of Staff for the National Security Council | |
| James N. Miller Jr. (2012 to 2014) – Principal Deputy Under Secretary of Defense for Policy; Deputy Assistant Secretary of Defense; Senior Staff, House Armed Services Committee; Senior Vice-President and Director of Studies at the Center for a New American Security | |
| Michele Flournoy (2009 to 2012) – Co-leader, President Obama’s Defense Department transition team; Co-Founder, the Center for a New American Security; Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction; Deputy Assistant Secretary of Defense for Strategy | |

POSITION DESCRIPTION

# Under secretary of defense (Comptroller) and chief financial officer, Department of Defense

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| **OVERVIEW** | |
| Senate Committee | Armed Services Committee |
| 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 undersecretary of defense (comptroller) is the principal advisor to the Secretary of Defense on all budgetary and fiscal matters, including the development and execution of the Department of Defense’s (DOD) annual budget. As chief financial officer (CFO), the comptroller oversees DOD’s financial policy, audit efforts and financial management systems. CFOs also play a crucial role government-wide. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Defense |
| **RESPONSIBILITIES** | |
| Management Scope | The comptroller is responsible for preparation, management and accountability of the entire DOD budget. In fiscal 2015, the Department of Defense budget was $560.4 billion. DOD has 2.1 million active and reserve service members and just under 930,000 civilian personnel. The comptroller also exercises authority, direction and control over DOD’s two principal financial organizations: the Defense Finance and Accounting Service, the world’s largest finance and accounting operation and the Defense Contract Audit Agency. |
| Primary Responsibilities | * Serves as the principal advisor to the secretary of defense on budgetary and fiscal matters. * Supervises and directs the preparation of budget estimates for DOD. * Works to ensure that Congress supports the DOD budget and its financial policies. Also ensures that each of the congressional defense committees is informed in a timely manner regarding all matters relating to the budgetary, fiscal and analytic activities of DOD that are under comptroller supervision. * Establishes and supervises the execution of policies and procedures relating to the expenditure and collection of funds administered by DOD. * Encourages and oversees DOD’s efforts to obtain auditable financial statements. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions. * Oversees financial management systems. * Provides financial information to senior leaders, Congress, OMB and the media. * Relates the budget and performance to outcomes where possible. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Appointed from civilian life (10 U.S.C. § 135) * Strong substantive expertise in military policy and DOD’s functions and policies * Strong background in federal and DOD financial management * Executive leadership experience including DOD experience * Understanding of and experience working with OMB and the U.S. Congress * Ability and willingness to work with the media * Financial audit knowledge a significant plus * Familiarity with cyber technology a plus * Experience with risk management a plus * Background in data analytics a plus |
| Competencies | * High level of energy * Ability to clearly articulate complex budget issues to senior leaders, OMB, Congress and the media * Ability to collaborate with DOD senior leaders—both military and civilian—as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships with/ability to develop relationships with Congress |
| **APPOINTEES IN RECENT PAST** | |
| Michael J. McCord (2014 to present) – Principal Deputy Under Secretary of Defense (Comptroller); Professional Staff Member on the Senate Armed Services Committee (SASC) for Sen. Sam Nunn and Chairman Senator Carl Levin; minority or majority staff lead on the Subcommittee on Readiness and Management Support | |
| Robert F. Hale (2009 to 2014) – Assistant Secretary (Financial Management and Comptroller), Air Force; Head of the National Security Division, Congressional Budget Office; Executive Director, American Society of Military Comptrollers; Head of Acquisition and Grants Management, LMI; Fellow, Booz Allen Hamilton; Officer, U.S. Navy | |
| Tina Jonas Shivers (2004 to 2008) – Assistant Director and the Chief Financial Officer of the FBI; Deputy Under Secretary of Defense for Financial Management; Professional Staff Member for House Committee on Appropriations, Defense; senior Budget Examiner in the Intelligence Branch of the National Security Division in OMB | |
| Dov Zakheim (2001 to 2004) – CEO, SPC International (subsidiary of System Planning Corporation); Consultant, DOD; Deputy Undersecretary of defense for Planning and Resources, DOD; Principal Analyst, Congressional Budget Office | |

POSITION DESCRIPTION

# assistant attorney general, antitrust division, 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 assistant attorney general for the antitrust division is responsible for the enforcement of, improvements to and education about antitrust laws and principles, principally the Sherman Act. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Reports to the Attorney General through the Associate Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. In fiscal 2015, the antitrust division had an enacted budget of $162.2 million (830 positions; 380 attorneys). The assistant attorney general has about 10-12 direct reports. |
| Primary Responsibilities | * Seeks to prevent or terminate private anti-competitive conduct which is subject to criminal and civil action under the Sherman and Clayton Acts and related statutes that prohibit conspiracies in restraint of trade, monopolization and anti-competitive mergers. * Reviews proposed mergers and acquisitions to assess their competitive effect and challenge those that threaten to harm competition. * Investigates and prosecutes violations of criminal law that affect the integrity of the investigatory process and enforces various criminal statutes related to Sherman Act violations. * Investigates possible violations of the federal antitrust laws, conducts grand jury proceedings, issues and enforces civil investigative demands and handles all litigation that arises out of these criminal and civil investigations. * Responds to requests for advice and comments from Congress and from other agencies on proposed legislation relating to the antitrust laws and competition generally. * As requested, participates in the executive branch, regulatory and legislative processes. * Assembles information and prepares reports required or requested by the Congress or the attorney general as to the effect upon the maintenance and preservation of competition under the free enterprise system of various federal laws or programs, on the state of antitrust enforcement. * Provides guidance to the business community on antitrust laws, much of it jointly with the Federal Trade Commission. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Extensive management experience * Substantial antitrust experience * Understanding of litigation process * Criminal law experience a plus |
| Competencies | * Ability to resolve differences in opinion with other legal experts in the department * Ability to manage complex litigation and evaluate litigation risk * Strong communication and interpersonal skills |
| **PAST APPOINTEES** | |
| Renata Hesse (2016 to present) (Acting) – Principal Deputy Assistant Attorney General; Acting Assistant Attorney General for the Antitrust Division; Deputy Assistant Attorney General for Criminal and Civil Operations; Special Advisor, Civil Enforcement, Antitrust Division | |
| Bill Baer (2011 to 2016) – Partner, Arnold and Porter LLP; Director of the Bureau of Competition, Federal Trade Commission; Assistant General Counsel for Legislation and Congressional Relations, Federal Trade Commission; Assistant to the Director of the Bureau of Consumer Protection | |
| Christine Varney (2009 to 2011) – Partner and Chair of Antitrust practice, Cravath, Swaine & Moore LLP; Commissioner of the FTC; Assistant to the President and Secretary to the Cabinet | |

POSITION DESCRIPTION

# Assistant Attorney general, office of legislative affairs, 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 assistant attorney general for legislative affairs manages the Department of Justice’s relationship with Congress. The assistant attorney general oversees legislation, congressional oversight and nominations for the Department of Justice. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The Attorney General through the Deputy Attorney General (though meets with the Attorney General on a regular basis) |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. In 2012, Office of Legislative Affairs had approximately 25 full-time staff, which includes attorneys who work on legislation, oversight and correspondence, as well as support staff. |
| Primary Responsibilities | * Advises appropriate department components on the development of legislation initiated by the department, by other parts of the executive branch, or by members of Congress. * Develops and implements strategies to advance the department's legislative initiatives and other interests relating to Congress. * Articulates the department's position on legislation proposed by Congress. * Coordinates the department's responses to congressional committee oversight requests and other inquiries from individual members and congressional staff. * Facilitates the appearance of department witnesses at congressional hearings. * Participates in the Senate confirmation process for federal judges and Department nominees, such as Assistant Attorneys General and United States Attorneys. * Manages the interagency clearance process led by OMB. * Coordinates and manages legislative affairs offices of all DOJ components (FBI, DEA, ATF, BOP and others) to ensure consistency of message. * Maintains a consistent presence on Capitol Hill to manage relationship with key members. * Works closely with White House Office of Legislative Affairs on implementing the president’s agenda. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Law degree * Hill experience and a comprehensive understanding of how Congress works * Strong congressional relationships, particularly with Judiciary committees * Political acumen and experience with congressional oversight and hearing preparation * Management focused |
| Competencies | * Proven crisis management abilities * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Peter Kadzik (2014 to present) – Principal Deputy Assistant Attorney General, Office of Legislative Affairs; Partner, Dickstein Shapiro LLP; Assistant U.S. Attorney in the District of Columbia; Clerk for Judge Thomas Flannery on the United States District Court for the District of Columbia | |
| Judith Appelbaum (2012 to 2014) (Acting) – Principal Deputy Assistant Attorney General, Office of Legislative Affairs; Director of Programs, American Constitution Society; Vice President, National Women’s Law Center | |
| Ronald Weich (2009 to 2012) – Chief Counsel, Senator Harry Reid; Partner, Zuckerman Spaeder LLP; Chief Counsel, Senator Edward M. Kennedy; Special Counseling, United States Sentencing Commission; Assistant District Attorney, Office of Manhattan District Attorney | |
| William Moschella (2003 to 2006) – Chief Legislative Counsel and Parliamentarian, Committee on the Judiciary, United States House of Representatives; Chief Investigative Counsel, Committee on the Judiciary, United States House of Representatives; Legal Attaché, Office of the U.S. Ambassador to Estonia, U.S. Embassies and Foreign Service Posts; General Counsel, Committee on Rules, United States House of Representatives | |
| Robert Raben (1999 to 2001) – Principal Deputy Assistant Attorney General; Democratic counsel for the Judiciary Subcommittee on Courts and Intellectual Property; Democratic counsel for the Judiciary Subcommittee on the Constitution | |

POSITION DESCRIPTION

# assistant attorney general, national security division, Department of justice

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| **OVERVIEW** | |
| Senate Committee | Judiciary followed by Intelligence |
| 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 assistant attorney general for the national security division is responsible for one of the department's highest priorities: to combat terrorism and other threats to national security. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Reports to the Attorney General through the Deputy Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. The assistant attorney general oversees nearly 400 employees responsible for protecting the country against international and domestic terrorism, espionage, cyber and other national security threats. |
| Primary Responsibilities | * Responsible for one of the department's highest priorities: to combat terrorism and other threats to national security. * Manages the department's primary national security elements within a single organizational entity which currently consists of the Office of Intelligence Policy and Review; the counterterrorism and counterespionage sections and a law and policy office. * Ensures greater coordination and unity of purpose between prosecutors and law enforcement agencies on the one hand and Intelligence attorneys and the intelligence community on the other, thus strengthening the effectiveness of the department's national security efforts. * Represents the United States before the Foreign Intelligence Surveillance Court to obtain authorization under the Foreign Intelligence Surveillance Act of 1978 (FISA) for the United States government to conduct intelligence surveillance activities, such as electronic surveillance, physical searches and pen registers and trap and trace devices. * Promotes and overseeing a coordinated national counterterrorism and enforcement program, including the investigation and prosecution of international and domestic terrorism cases. * Leads and providing guidance on the investigation and prosecution of cases involving national security, foreign relations and the export of military and strategic commodities and technology. * Oversees foreign intelligence, counterintelligence and national security activities to ensure rigorous obedience to the Constitution of the United States and the vigorous protection of individual privacy and civil liberties. * Oversees the development, coordination and implementation, in conjunction with other components of the Department, as appropriate, of policies with regard to intelligence, counterintelligence, counterterrorism and national security matters. * Advises the Attorney General, Congress, the Office of Management and Budget and the White House on all areas of national security law. * Serves as the Department of Justice’s top national security attorney. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Extensive management experience * Substantial national security and criminal law experience * Understanding of litigation process |
| Competencies | * Ability to resolve differences in opinion with other legal experts in the department * Ability to manage complex litigation and evaluate litigation risk * Strong communication and interpersonal skills |
| **PAST APPOINTEES** | |
| John Carlin (2014 to present) - Chief of Staff to Director Mueller of the FBI; National Coordinator of DOJ’s Computer Hacking and Intellectual Property program; Assistant U.S. Attorney for the District of Columbia | |
| Lisa Monaco (2011 to 2013) - Principal Associate Deputy Attorney General; Chief of Staff to FBI Director Comey; Counsel to FBI Director Comey; Assistant United States Attorney for the District of Columbia | |
| David Kris (2009 to 2011) - Senior Vice-President, Time Warner; Associate Deputy Attorney General; Attorney of the Criminal Division for the Office of the Assistant U.S. Attorney for the District of Columbia | |

POSITION DESCRIPTION

# assistant attorney general, office of legal counsel, 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 | By delegation from the attorney general, the assistant attorney general in charge of the Office of Legal Counsel provides authoritative legal advice to the president and all executive branch agencies. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Attorney General and Deputy Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. The assistant attorney general for the Office of Legal Counsel supervises four deputies (one career) and approximately 20 Attorney Advisors, as well as administrative staff. |
| Primary Responsibilities | * Heads the Office of Legal Counsel. * Provides authoritative legal advice to the president and all the executive branch agencies. * Drafts legal opinions of the attorney general and also provides its own written opinions and oral advice in response to requests from the counsel to the president, the various agencies of the executive branch and offices within the department. * Provides legal advice to the executive branch on all constitutional questions and reviews pending legislation for constitutionality. * Reviews all executive orders and proclamations proposed to be issued by the president and various other matters that require the president's formal approval for form and legality. * Serves as, in effect, outside counsel for the other agencies of the executive branch. * Reviews all proposed orders of the attorney general and all regulations requiring the attorney general’s approval. * Performs a variety of special assignments referred by the Attorney General or Deputy Attorney General. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career and credentials * Experience and expertise in constitutional and federal statutory legal issues * Excellent judgment and counseling skills * Knowledge and experience with national security law is preferred |
| Competencies | * High level legal analytical and writing abilities * Ability to resolve differences in opinion with other legal experts in the department * Ability to manage highly skilled and experienced personnel and manage office staff and budget * Strong communication and interpersonal skills |
| **PAST APPOINTEES** | |
| Karl Thompson – Counselor to the Attorney General; Deputy Assistant Attorney General; Counsel to the Assistant Attorney General; O’Melveny and Myers LLP; Clerk, Associate Justice of the Supreme Court, Justice Ruth Bader Ginsburg | |
| Caroline Krass – Acting Assistant Attorney General; served on the National Security Council as Special Assistant to the President and Special Counsel to the President; Special Assistant U.S. Attorney within the National Security Section at the U.S. Attorney’s Office for the District of Columbia; Senior Counsel in the Office of Legal Counsel at the Department of Justice | |
| Virginia Seitz – Partner, Sidley Austin LLP; Board of Directors, Congressional Office of Compliance; Clerk, William J. Brennan Jr. , United States Supreme Court | |

POSITION DESCRIPTION

# associate 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 | As the third-ranking official at the Department of Justice, the associate attorney general is a principal member of the attorney general's senior management team. The associate attorney general advises and assists the attorney general and deputy attorney general in formulating and implementing departmental policies and programs pertaining to a broad range of civil justice, federal and local law enforcement and public safety matters. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Attorney General and Deputy Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. The Office oversees the following DOJ components:   * Antitrust Division * Civil Division * Civil Rights Division * Environment and Natural Resources Division * Tax Division * Office of Justice Programs * Community Oriented Policing Services * Community Relations Service * Office of Dispute Resolution * Office on Violence Against Women * Office of Information Policy * Executive Office for US Trustees * Foreign Claims Settlement Commission |
| Primary Responsibilities | * Serves as a principal member of the attorney general’s senior management team. * Advises and assists the Attorney General and Deputy Attorney General in formulating and implementing departmental policies and programs pertaining to a broad range of civil justice, federal and local law enforcement and public safety matters. * Shares with the Deputy Attorney General oversight responsibility for the Office of Tribal Justice. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Extensive management experience * Experience in civil law * Experience in government preferred |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing large staff of legal and administrative support professionals. * *Collaboration & Influencing:* Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. |
| **PAST APPOINTEES** | |
| Bill Baer, 2016-present: Assistant Attorney General of the Justice Department’s antitrust division; Private Practice; Director, Bureau of Competition at the Federal Trade Commission | |
| Stuart Delery, 2014-2016: Chief of the Civil Division and Top Aide, Department of Justice. | |
| Tony West, 2012-2014: Assistant Attorney General for the Civil Division; Private Practice; Special Assistant Attorney General in California. | |

POSITION DESCRIPTION

# director, bureau of alcohol, tobacco, firearms and explosives, Department of justice

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| **OVERVIEW** | |
| Senate Committee | Judiciary |
| Agency Mission | The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) protects the public from crimes involving firearms, explosives, arson and the diversion of alcohol and tobacco products; regulates lawful commerce in firearms and explosives; and provides worldwide support to law enforcement, public safety and industry partners. |
| Position Overview | The director of ATF is responsible for the direction and supervision of one of the principal law enforcement agencies with the Department of Justice dedicated to preventing terrorism, reducing violent crime and protecting our nation. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Attorney General and Deputy Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | The director is responsible for managing an agency that in fiscal 2015 had a budget of $1,201 million, 5,101 positions and 2,536 special agents. |
| Primary Responsibilities | * Oversees the management of the Bureau of Alcohol, Tobacco, Firearms and Explosives. * Has dual responsibility of enforcing federal criminal laws and regulating the firearms and explosives industries. * Directs and manages complex tax collecting, regulatory and enforcement missions that are interwoven with unique responsibilities dedicated to reducing violent crime, collecting revenue and protecting the public. * Enforces the federal laws and regulations relating to alcohol, tobacco, firearms, explosives and arson by working directly and in coordination with other federal, state and local law enforcement agencies. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong management ability and political acumen * Excellent law enforcement credentials and experience * Proven crisis management abilities |
| Competencies | * Ability to balance ATF’s enforcement mission with its regulatory responsibilities for firearms and explosives industries * Highest level of integrity and professional ethics |
| **PAST APPOINTEES** | |
| Thomas Brandon (2015 to present) (Acting) – Deputy Director of ATF; Special Agent in Charge, Phoenix Field Division; Special Agent in Charge, Detroit Field Division; Chief, ATF National Academy | |
| B. Todd Jones (2011 to 2015) (Acting until 2013) – Attorney General Advisory Committee, Head; U.S. Attorney for the District of Minnesota | |
| Kenneth Melson (2009 to 2011) (Acting) – Director of the Executive Office for United States Attorneys; First Assistant U.S. Attorney for the Eastern District of Virginia | |

POSITION DESCRIPTION

# 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 attorney general is the head of the Department of Justice (DOJ) and chief law enforcement officer of the federal government. The attorney general represents the United States in legal matters generally and gives advice and opinions to the president and to the heads of the executive departments of the government when so requested. In matters of exceptional gravity or importance the attorney general appears in person before the Supreme Court. The attorney general guides the world's largest law office and the central agency for enforcement of federal laws. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. |
| Primary Responsibilities | * Supervising and directing the administration and operation of the Department of Justice, including the Federal Bureau of Investigation, Drug Enforcement Administration, Bureau of Alcohol, Tobacco, Firearms and Explosives, Bureau of Prisons, Office of Justice programs and the U.S. Attorneys and U.S. Marshals Service, which are all within the Department of Justice. * Represent the United States in legal matters. * Supervise and direct the administration and operation of the offices, boards, divisions and bureaus that comprise the department. * Furnish advice and opinions, formal and informal, on legal matters to the president, the cabinet and to the heads of the executive departments and agencies of the government, as provided by law. * Make recommendations to the president concerning appointments to federal judicial positions and to positions within the department, including U.S. attorneys and U.S. marshals. * Represent or supervise the representation of the United States government in the Supreme Court of the United States and all other courts, foreign and domestic, in which the United States is a party or has an interest as may be deemed appropriate. * Perform or supervise the performance of other duties required by statute or executive order. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Excellent legal credentials and experience. There is a historical pattern of either the attorney general or frequently the deputy attorney general being a former U.S. prosecutor. * Strong management ability * Proven crisis management abilities * Highest level of integrity and professional ethics |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing large staff of legal and administrative support professionals. * *Collaboration & Influencing:* Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. |
| **PAST APPOINTEES** | |
| Loretta Lynch, 2015-present: United States Attorney; Private practice; United States Attorney’s Office for the Eastern District of New York. | |
| Eric Holder, 2009-2015: Private practice; Deputy Attorney General. | |
| Michael Mukasey, 2007-2009: Private practice; Federal District Judge, Southern District of New York. | |

POSITION DESCRIPTION

# administrator, drug enforcement administration, Department of justice

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| **OVERVIEW** | |
| Senate Committee | Judiciary |
| Agency Mission | The mission of the Drug Enforcement Administration (DEA) is to enforce the controlled substances laws and regulations of the United States and bring to the criminal and civil justice system of the United States, or any other competent jurisdiction, those organizations and principal members of organizations, involved in the growing, manufacture, or distribution of controlled substances appearing in or destined for illicit traffic in the United States; and to recommend and support non-enforcement programs aimed at reducing the availability of illicit controlled substances on the domestic and international markets. |
| Position Overview | The administrator of the DEA leads the office in its mission to enforce the controlled substances laws and regulations. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Reports to the Attorney General, through the Deputy Attorney General or the Associate Attorney General, as directed by the Attorney General (28 CFR 0.102) |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the DEA had a budget of $2,033 million, 8,197 positions and 4,899 special agents. |
| Primary Responsibilities | * Investigation and preparation for the prosecution of major violators of controlled substance laws operating at interstate and international levels. * Investigation and preparation for prosecution of criminals and drug gangs who perpetrate violence in our communities and terrorize citizens through fear and intimidation. * Management of a national drug intelligence program in cooperation with federal, state, local and foreign officials to collect, analyze and disseminate strategic and operational drug intelligence information. * Seizure and forfeiture of assets derived from, traceable to, or intended to be used for illicit drug trafficking. * Enforcement of the provisions of the Controlled Substances Act as they pertain to the manufacture, distribution and dispensing of legally produced controlled substances. * Coordination and cooperation with federal, state and local law enforcement officials on mutual drug enforcement efforts and enhancement of such efforts through exploitation of potential interstate and international investigations beyond local or limited federal jurisdictions and resources. * Coordination and cooperation with federal, state and local agencies and with foreign governments, in programs designed to reduce the availability of illicit abuse-type drugs on the United States market through non-enforcement methods such as crop eradication, crop substitution and training of foreign officials. * Responsibility, under the policy guidance of the secretary of State and U.S. ambassadors, for all programs associated with drug law enforcement counterparts in foreign countries. * Liaison with the United Nations, Interpol and other organizations on matters relating to international drug control programs. * The development and implementation of a procedure to release property seized under section 511 of the Controlled Substances Act (21 U.S.C. 881) to any innocent party having an immediate right to possession of the property, when the administrator, in his discretion, determines it is not in the interests of justice to initiate forfeiture proceedings against the property (28 CFR 0.101). * Payment of awards (including those over $10,000) under 28 U.S.C. 524(c)(2) and purchase of evidence (including the authority to pay more than $100,000) under 28 U.S.C. 524(c)(1)(F) (28 CFR 0.101). * Preventing the diversion of pharmaceutical controlled substances from legitimate channels. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background and credibility in narcotics enforcement * Strong management skills to run a large and complex agency with a substantial foreign footprint |
| Competencies | * Strong interpersonal and communication skills * Ability to work under high pressure * Ability to handle sensitive matters * Able to work cooperatively with the attorney general, the deputy attorney general and other members of the federal, state and local law enforcement community, as well as foreign partners to combat drug trafficking and illegal drug use |
| **PAST APPOINTEES** | |
| Chuck Rosenberg (2015 to present) (Acting) – Chief of Staff and senior counselor to Federal Bureau of Investigation (FBI) Director Comey; Partner at a Washington, D.C. law firm; U.S. Attorney for the Eastern District of Virginia; U.S. Attorney for the Southern District of Texas | |
| Michele Leonhart (2007 to 2015) – Deputy DEA Administrator; Special Agent in Charge, Los Angeles Field Division; Special Agent in Charge, San Francisco Field Division; Assistant Special Agent in Charge, Los Angeles Field Division | |
| Karen Tandy (2003-2007) – Associate Deputy Attorney General, responsible for developing national drug enforcement policies; Criminal Division, Department of Justice; Assistant U.S. Attorney, Eastern District of Virginia; Assistant U.S. Attorney, Western District of Washington | |

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 advises and assists the attorney general in formulating and implementing department policies and programs and in providing overall supervision and direction to all organizational units of the department. |
| Compensation | Level II $185,500 (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. |
| Primary Responsibilities | * Advises and assists the Attorney General in formulating and implementing department policies and programs and in providing overall supervision and direction to all organizational units of the department. * Is authorized to exercise all the power and authority of the attorney general unless any such power or authority is required by law to be exercised by the attorney general personally or has been specifically delegated exclusively to another department official. * Performs such other activities and functions as may be assigned from time to time by the Attorney General. * In the absence of the Attorney General, the Deputy Attorney General acts as the Attorney General. * Serves as the DOJ representative at White House coordination meetings of the National Security Council and Homeland Security Council and maintain staff to address related justice policy. * Acts on behalf of the Attorney General for purposes of authorizing searches and electronic surveillance under the Foreign Intelligence Surveillance Act (FISA) and Executive Order 12333 on Intelligence. * Reviews and recommends to the Attorney General whether to seek or decline to seek the death penalty in specific cases. * Acts as the initial contact with the White House on pending criminal matters. * Recommends to the White House, after consultation with the Office of the Pardon Attorney, whether the president should grant specific petitions of pardon or commutation of sentence. * Responsible for all DOJ attorney personnel matters, including final action in matters pertaining to the employment, separation and discipline (except for GS-15 and below attorney matters which have been delegated to the Office of Attorney Recruitment and Management). * Coordinate and controls the department's reaction to civil disturbances and terrorism. * Oversees budget matters as well as certifies to Congress the cost-effectiveness of DOJ investments in information technology. * Sets enforcement priorities in consultation with the attorney general, to address key priorities, chair inter-and intra-agency task forces and organizations, e.g., National Procurement Fraud Task Force, International Organized Crime Council, National Corporate Fraud Task Force, Anti-Gang Coordination Committee, Attorney General Advisory Committee and manages high-priority program offices that reside within the Office of the Deputy Attorney General, e.g., Organized Crime Drug Enforcement Task Force, Privacy and Civil Liberties Office, the Faith Based and Community Initiatives Task Force and the Iraq Rule of Law program. * Shares with the Associate Attorney General oversight responsibility for the Office of Tribal Justice. * Has particular responsibility over the components that deal with criminal and national security law. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Frequently a former prosecutor * Strong management ability * Excellent legal credentials and experience * Proven crisis management abilities |
| Competencies | * 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 | |

POSITION DESCRIPTION

# solicitor 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 solicitor general supervises and conducts all of the litigation of the federal government before the Supreme Court of the United States. The United States is involved in about two-thirds of all of the cases that the Supreme Court decides on the merits each year. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | The Attorney General and Deputy Attorney General |
| **RESPONSIBILITIES** | |
| Management Scope | In 2015, DOJ had 112,100 FTE and an annual budget of $33.136 billion. The solicitor general oversees four deputies, sixteen assistants, four recent law school graduates serving one-year fellowships and a support staff. |
| Primary Responsibilities | * Represents the interests of the United States before the Supreme Court and is responsible to oversee appellate and certain other litigation on behalf of the United States in the lower federal and state courts. * Conducting, or assigning and supervising all Supreme Court cases, including appeals, petitions for and in opposition to certiorari, briefs and arguments. * Determining whether and to what extent, appeals will be taken by the government or whether the government will file a brief amicus curiae in any appellate court. * Determining when and whether the United States should intervene in any court to defend the constitutionality of an Act of Congress and assist the Attorney General, the Deputy Attorney General and the Associate Attorney General, as requested, in the development of department programs and policy. * Conducts the oral arguments before the Supreme Court. Those cases not argued by the Solicitor General personally are assigned either to an assistant to the Solicitor General or to another government attorney. The vast majority of government cases are argued by the Solicitor General or one of the office attorneys. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Legal philosophy consistent the president-elect’s * Extensive Supreme Court litigation experience * Significant management experience in a legal setting |
| Competencies | * Exceptional skill as an oral advocate |
| **PAST APPOINTEES** | |
| Ian Gershengorn (2016 to present) (Acting) - Principal Deputy Solicitor General; Deputy Assistant Attorney General for Civil Division; Partner, Jenner and Block; Special Assistant and Counsel to Deputy Attorney General; Special Assistant to the Attorney General | |
| Donald Verrilli (2011 to 2016) - Deputy Counsel to President Obama; Associate Deputy Attorney General; Partner, Jenner and Block, Co-Chair of the firm’s Supreme Court practice | |
| Neal Katyal (2010 to 2011) (Acting) - Principal Deputy Solicitor General of the United States; National Security Advisor, Department of Justice; Clerk, Associate Justice of the U.S. Supreme Court Stephen Breyer | |

POSITION DESCRIPTION

# Assistant secretary for Legislation and congressional affairs, 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 assistant secretary for legislation and congressional affairs primarily acts as the liaison between the department and Congress, coordinating all department matters relevant to Congress. The assistant secretary has a leadership role in planning, developing and implementing the department's legislative goals and strategies; notifying congressional offices of grant awards and department initiatives; addressing appropriations and budget matters; and monitoring the status of legislative proposals. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Education |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Education had $90,029 million in outlays and 3,862 total employment. |
| Primary Responsibilities | * Supervises and coordinates all legislative and non-legislative relationships between the department and Congress. * Coordinates the presentation of the department’s legislative and budget programs to Congress, including coordinating and overseeing Congressional activities of the offices within the department. * Notifies Congressional offices of grant awards and department initiatives. * Addresses appropriations and budget matters. * Serves as the principal departmental advocate before Congress for the department’s legislative initiatives and other legislative matters. In this regard, the office ensures that all testimony and responses to congressional inquiries are consistent with the secretary’s and the administration’s views. * Ensures effective communication and coordination with other federal agencies, state and local governments and national intergovernmental organizations. * Works to effectively communicate the administration's position on education issues. * Cultivates and enhances relations with national and local organizations, public and private groups and state organizations to promote the administration’s policies. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true and timely understanding of how Congress works * Possesses strong congressional relationships * Understands politics as well as policy * Understands the authorization process * Has a record of working with both Republicans and Democrats |
| Competencies | * Strong leadership skills * Strong communication skills * Ability to work as a team * Ability to work under high pressure * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Lloyd Horwich, 2015 – Present: Deputy Assistant Secretary for Legislative and Congressional Affairs, Department of Education; Education Counsel, U.S. House of Representatives Committee on Education and Workforce; Director of Federal Relations for University of Pennsylvania; Education Counsel, U.S. Senate Subcommittee on Children and Families; Policy Counsel, U.S. Senator Tom Harkin | |
| Gabriella Gomez, 2009 – 2015: Senior Education Policy Advisor, U.S. House of Representatives Committee on Education and Workforce; Assistant Director of Legislation for American Federation of Teachers; Legislative Assistant, U.S. Representative Ciro Rodriguez | |
| Holly Kuzmich, 2008 – 2009: Deputy Chief of Staff, Department of Education; Deputy Assistant Secretary for Policy, Department of Education; Associate Director for Domestic Policy, The White House; Professional Staff Member, U.S. Senator Tim Hutchinson | |

POSITION DESCRIPTION

# Chief FInancial Officer, 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 chief financial officer provides overall financial management responsibilities for all department programs, including the budget office. He or she provides advice and other assistance to the head of the executive agency and other senior management personnel of the executive agency to ensure that information technology is acquired and information resources are managed for the executive agency in a manner that implements the policies and procedures of this division. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Education |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Education had $90,029 million in outlays and 3,862 total employment. The chief financial officer oversees the Office of the Chief Financial Officer (OCFO) and the following divisions within the organization: Financial Improvement and Post-Audit Operations, Contracts and Acquisitions Management and Financial Management Operations. In 2015, the chief financial overview specifically oversaw 182 FTE. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as manages, trains and provides policy guidance and oversight of these personnel and their activities. * Implements agency asset management systems, including systems for cash management, credit management, debt collection and property and inventory management and control. * Manages the financial execution of the agency budget and actual expenditures. * Provides financial and performance reports to staff, overseers and stakeholders. * Ties the budget and performance to outcomes. * Takes the lead role in enterprise risk management. * Serves as the principal advisor to the secretary and senior officials on all matters related to financial management, financial management systems, financial control and accounting, cooperative agreements and acquisition management and related training. * Oversees credit management issues and trends relative to student financial assistance programs and makes recommendations and develops alternative strategies based on sound principles of credit and financial management. * Develops, manages and provides policy guidance and oversight of the department's fiscal management activities and operations. Provides leadership and direction in the areas of internal control and assessment, financial management training, post audit activities, debt collection and indirect cost determination. * Prepares and transmits reports on chief financial officer functions to the secretary, the Congress and OMB. * Fulfills the responsibilities of the chief acquisition officer. * Develops, manages and provides regulatory, policy and procedural guidance and oversight to the department’s acquisition system and completes acquisition management reporting requirements. * Establishes and maintains requirements for acquisition workforce development and career management. * Manages the department's contracts and purchasing activities. * Coordinates the implementation of ED Regulations for the Protection of Human Subjects in extramural and intramural research projects. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Higher education and/or K-12 background * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk management experience * Knowledge of the department’s functions and policies * Familiarity with cyber-technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships with/ability to develop relationships with Congress |
| **PAST APPOINTEES** | |
| Thomas P. Skelly (2008 to Present) (Acting) – Director of the Budget Service in the U.S. Department of Education; chair of the government wide Budget Officers Advisory Council | |
| Lawrence Warder (2006 to 2008) – Worked with a private foundation and the Austin School District to increase access to Advance Placement classes; unpaid consultant to the University of Texas to improve their internal audit and compliance system; 33-year accounting and management career with Deloitte and Touche | |
| Jack Martin (2002 to 2005) Acting – Chief executive officer of Home Federal Savings Bank of Detroit; CEO of Jack Martin & Co. P.C.; founder and chairman of Martin, Arrington, Desai & Meyers, P.C. in Bingham Farms; Chairman of the Provider Reimbursement Review Board at the U.S. Department of Health and Human Services | |

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 Government Performance and Results 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 | In fiscal 2015, the Department of Education had $90,029 million in outlays and 3,862 total employment. 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. As COO, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes 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. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and at times Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal Government Performance and Results Act processes. * Works closely with the secretary, chief of staff and CXOs. |
| Strategic Goals and Priorities | [Depends on policy priorities of the 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 education & 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 | |

POSITION DESCRIPTION

# GENERAL COUNSEL, 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 general counsel serves as the principal adviser to the secretary on all legal matters affecting departmental programs and activities. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of education and deputy secretary of education |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Education had $90,029 million in outlays and 3,862 total employment. The Office of the General Counsel has three legal practice areas, each of which is headed by a deputy general counsel and an operations management staff, headed by an executive officer. The office’s seven divisions are organized under these areas: Immediate Office of the General Counsel; Program Service; Departmental Law and Postsecondary Education; and Ethics, Legislative and Regulatory Services. |
| Primary Responsibilities | * Provides legal advice and services to the secretary, deputy secretary and the principal officers of the U.S. Department of Education, as well as any other person authorized to request that advice or those services. * Prepares or reviews for legal form and effect public documents, rules and federal register notices issued by the department and legal instruments entered into by the department. * Represents the secretary, the department, or any of its officers or units in court or administrative litigation, except for administrative proceedings initiated by the Office for Civil Rights. * Serves as liaison to other federal agencies in connection with legal matters involving the department. * Drafts legislative proposals originating in the department and reviews the legal aspects of proposed or pending legislation. * Leads and manages the regulatory function of the department and drafts selected regulations. * Prepares or reviews pleadings, briefs, memoranda and other legal documents for proceedings involving the department or requested by other government agencies for use in proceedings, except for administrative proceedings initiated by the Office for Civil Rights. * Coordinates and manages the department's ethics program and provides department-wide ethics advice and training. * Serves as the department's claims officer under the Federal Tort Claims Act and the Military Personnel and Civilian Employees Claims Act of 1964. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Accomplished and widely respected attorney with experience serving as a key and trusted advisor to executive leadership/clients * Background in education, either K-12 or higher education * Experience/understanding of education policy and related regulatory issues * Proven track record of addressing complex legal matters across a spectrum of issue areas * Significant management experience |
| Competencies | * Highly effective leader, with the highest standards of personal and professional integrity * Ability to manage exceptionally diverse range of issues, usually under time constraints and political sensitivities * Able to creatively solve problems and offer solutions * Able to provide strategic and pragmatic counsel * Work effectively across large, complex organizations * Remain calm and cool under pressure * Develop and maintain a strong network of relationships inside and outside the organization * Impeccable judgment * Superb communications skills, both oral and written |
| **PAST APPOINTEES** | |
| James Cole, Jr., General Counsel, Delegated the Duties of Deputy Secretary of Education, (2014-Present and Deputy Secretary 2016-Present). Previously: Deputy General Counsel, U.S. Department of Transportation, 2011-2014; Partner, Wachtell, Lipton, Rosen & Katz, 2004-2011; Associate, Wachtell, Lipton, Rosen & Katz, 1996-2004. | |
| Philip H. Rosenfelt, Acting General Counsel or Deputy General Counsel “delegated to perform the functions and duties of the General Counsel” (2011-2014). Previously: various legal positions with the U.S. Department of Education and its predecessor (Department of Health, Education and Welfare) since 1971. | |
| Charles P. Rose, General Counsel (2009-2011). Previously: Founding Partner, Franczek Radelet & Rose P.C., 1994-2009; Partner, Vedder, Price, Kaufman & Kammholz, 1984-1994. | |
| Kent D. Talbert, General Counsel (2006-2009). Previously: Deputy General Counsel for the Division of Business and Administrative Law and the Division of Legislative Counsel, U.S. Department of Education, 2001-2006; earlier served for over 12 years on House and Senate staff, both as Education Policy Counsel for the House Committee on Education and the Workforce and as a professional staff member of the Senate Committee on Labor and Human Resources. | |

POSITION DESCRIPTION

# assistant secretary for congressional and intergovernmental affairs, 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 assistant secretary for congressional and intergovernmental affairs provides guidance on legislative and policy issues, informs constituencies on energy matters and serves as a liaison between the department, Congress, state, local and tribal governments, as well as other federal agencies and stakeholder groups. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary of Energy |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 FTE. |
| Primary Responsibilities | * Serves as lead advisor to the secretary and deputy secretary on all congressional, intergovernmental and stakeholder issues. * Manages the department’s coordination and liaison with Congress and state, tribal, city and county governments, other federal agencies, stakeholders and the general public. * Enhances cooperation with states as a key component to the national clean energy agenda. * Promotes the secretary's, department's and administration's policies, legislative initiatives and budget requests with the Congress, state, territorial, tribal and local government officials and other federal agencies. * Develops, manages and ensures coordination, policies and direction of relationships between all departmental organizations in their interaction with the above entities and other external groups. * Provides advice to the secretary, deputy secretary, undersecretary and all senior departmental officials and participates in broad departmental wide projects in which the secretary has a special interest or where there may be significant congressional and intergovernmental implications relating to congressional and intergovernmental actions affecting the department. * Provides guidance to the secretary and other secretarial officers for developing and maintaining positive relationships with members of Congress, governors, state/local officials and their staffs, tribal officials, public interest groups representing consumers/citizens organizations, business/industries, civic groups, educational organizations and institutions and all other energy-oriented organizations. * Participates in the formulation of energy policy with senior departmental officials. * Provides oversight and guidance to program offices on their interaction with Congress, other levels of governments. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true and timely understanding of how Congress works * Possesses strong congressional relationships * Understands politics as well as policy * Understands the authorization process * Has a record of working with both Republicans and Democrats |
| Competencies | * Strong leadership skills * Strong communication skills * Ability to work as a team * Ability to work under high pressure * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Brad Crowell (2013 to 2016) – Principal Deputy Assistant Secretary for Congressional and Intergovernmental Affairs; Senior Policy Advisor, Sen. Sheldon Whitehouse; Employee, Natural Resources Defense Council | |
| Jeffrey Lane (2010 to 2013) – Chief of Staff, Sen. Michael Bennet; Chief of Staff, Sen. Ken Salazar; Counsel, Womble, Carlyle, Sandridge and Rice; Senior Aide, Sen. Tom Daschle; Legislative Director, Sen. Jim Sasser | |
| Lisa Epifani (2007 to 2009) – United States Senate Committee on Energy and Natural Resources, Staffer to Sen. Pete Domenici; Counsel, United States Senate Committee on Energy and Natural Resources | |

POSITION DESCRIPTION

# Chief Financial Officer, 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 mission of the Office of the Chief Financial Officer is to assure the effective management and financial integrity of Department of Energy programs, activities and resources by developing, implementing and monitoring department-wide policies and systems in the areas of budget administration, program analysis and evaluation, finance and accounting, internal controls, corporate financial systems and strategic planning. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary of energy and deputy secretary of energy |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 FTE. The OCFO houses the Office of Finance and Accounting, the Office of Budget and the Office of Corporate Information Systems. However, the CFO oversees the financial management of the entire department. |
| Primary Responsibilities | * Serves as the principal advisor to the secretary and other departmental officials on matters relating to the department's financial resources. * Provides for and assures the financial integrity, formulation, execution and analysis of the department's annual and multi-year budget. * Develops and maintains an integrated agency-wide financial accounting system, including systems for cash management, credit management and debt collection, with appropriate financial reporting and internal controls. * Provides for consolidated finance and accounting services. * Plans and performs department-wide reviews to determine compliance with the requirements of the Federal Managers' Financial Integrity Act and departmental accounting and financial policy. * Provides required reports which include a description and analysis of the status of financial management in the department, annual financial statements, audit reports and internal accounting and administrative controls systems. * Manages departmental payroll services and, as appropriate, cross-servicing to other federal agencies. * Develops the Department of Energy strategic plan. * Serves as liaison to the Office of Management and Budget (OMB) and to the congressional appropriations committees for all matters related to the departmental budget. * Provides oversight and guidance to field offices on financial management activities. * Budgets for and maintains the Department of Energy Working Capital Fund. * Reviews and makes recommendations on mission need statements (critical decision - 0) for proposed acquisition of new capital assets. * Develops program performance measures, manages the department's performance tracking system and serves as the department's principal advocate for improved performance management. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as manages, trains and provides policy guidance and oversight of these personnel and their activities. * Takes the lead role in enterprise risk management. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of and relationships with/ability to develop relationships with Congress |
| **PAST APPOINTEES** | |
| Joseph Hezir (2014 to present) – Research Engineer and Executive Director of The Future of Solar Energy Study at MIT’s Energy Initiative; Vice President and Managing Partner of EOP Group, Inc.; Executive Vice President of EOP Education, LLP and EOP Foundation, Inc. | |
| Steven Jeffrey Isakowitz (2007 to 2013) – Deputy Associate Administrator for the Exploration Systems Mission Directorate at NASA; Science and Space Programs Branch Chief at the Office of Management and Budget | |
| Susan Johnson Grant (2004 to 2007) – Chief Financial Officer and Director of Corporate Resources for the Defense Finance and Accounting Service | |
| Bruce Marshall Carnes (2001 to 2004) – Deputy Director of Defense Financing and Accounting Services at the Department of Defense; Director of Planning, Budget and Administration at the Office of National Drug Control Policy; Deputy Under Secretary of Education | |

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 fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 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 | * Executes 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. * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and at times Congress. * Resolves interagency conflict. * Serves as a key advisor to the secretary on all matters pertaining to the agency. * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity. * Develops and manages complementary internal management processes that coordinate across programs. * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups, etc. * Oversees internal GPRA processes. * Works closely with the secretary, chief of staff and CXOs. * Ensures 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 ensures 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 | [Depends on policy priorities of the 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 | |

POSITION DESCRIPTION

# general counsel, 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 Office of the General Counsel provides legal advice, counsel and support to the Secretary, the Deputy Secretary and program offices throughout the Department of Energy (DOE) to further the Department’s mission. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary of Energy and Deputy Secretary of Energy |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 FTE. |
| Primary Responsibilities | * Manages the Office of the General Counsel. * Represents the department as Counsel before federal, state and other governmental agencies and courts. * Provides legal advice, counsel and support to the secretary, the deputy secretary and program offices throughout DOE. * Furthers the department’s mission of advancing the national, economic and energy security of the U.S. through scientific and technological innovation and the environmental cleanup of the national nuclear weapons complex. * Assures the department operates within compliance of applicable laws and regulations. * Performs analytical work for loan programs office analyzing risk to pending loan guarantee applications. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Leadership and management experience * Must be nimble enough to cover an array of complex legal issues arising from DOE’s wide ranging portfolio |
| Competencies | * *Strategic Orientation:* Demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies. * *Results Orientation*: Demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high quality work under deadline pressures. * *Team Leadership*: Experience effectively managing geographically-dispersed staff of legal and administrative support professionals. * *Collaboration & Influencing:* Proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions. |
| **PAST APPOINTEES** | |
| Steven Croley, 2014 – present. From 2012-2014, he served as Deputy Assistant and Deputy Counsel to the President and from 2011 to 2012 as Senior Counsel to the President. From 2010 to 2011, he served as Special Assistant to the President for Justice & Regulatory Policy on the White House Domestic Policy Council. | |
| Gregory H. Woods, 2012-2014. Deputy General Counsel of the Department of Transportation 2009-2012. Equity partner at Debevoise & Plimpton LLP 1998-2009; Trial Attorney in the Civil Division of DOJ 1995-1998. | |
| Scott Blake Harris, 2009-2011. Managing Partner of Harris, Wiltshire & Grannis, 1998-2009; Chief of the International Bureau at the FCC and Chief Counsel for Export Administration in the US Department of Commerce. | |

POSITION DESCRIPTION

# under secretary/Administrator for nuclear security, Department of energy

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| **OVERVIEW** | |
| Senate Committee | Armed Services |
| 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 administrator oversees the National Nuclear Security Agency, which is a separately organized agency within the U.S. Department of Energy responsible for the management and security of the nation’s nuclear weapons, nuclear nonproliferation and naval reactor programs. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary of Energy |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 FTE. |
| Primary Responsibilities | * Responsible for the management and operation of the National Nuclear Security Agency, as well as policy matters across the Department of Energy and National Nuclear Security Agency enterprise in support of the president’s nuclear security agenda. * Manages and secures nation's nuclear weapon stockpile. * Works with other federal agencies and international partners on nuclear nonproliferation efforts. * Manages naval reactor programs. * Ensures that the U.S. is prepared to respond to nuclear and radiological emergencies in the United States and abroad. * Provides safe and secure transportation of nuclear weapons and components and special nuclear materials. * Provides the U.S. Navy with safe and effective nuclear propulsion. * Supports United States leadership in science and technology. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong technical proficiency is a must * Extensive leadership and management experience |
| Competencies | * Strong interpersonal and communication skills * Ability to work under high pressure * Ability to handle sensitive matters |
| **PAST APPOINTEES** | |
| Frank Klotz (2014 to present) - Commander, Air Force Strike Command; Assistant Vice Chief of Staff and Director of the Air Staff; Vice Commander, Air Force Space Command; Commander, 20th Air Force; Director, Nuclear Policy and Arms Control, National Security Council | |
| Thomas D’Agostino (2007 to 2013) - Deputy Administrator, Defense Programs, Department of Energy; Assistant Deputy Administrator, Program Integration, Department of Energy; Deputy Director for Nuclear Weapons Research, Development and Simulation Program | |
| Linton Brooks (2002 to 2007) - Deputy Administrator for Nuclear Non-Proliferation, National Nuclear Security Administration; Assistant Director, U.S. Arms Control and Disarmament Agency; Chief U.S. Negotiator for the Strategic Arms Reduction Treaty | |

POSITION DESCRIPTION

# under secretary for management and performance, 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 undersecretary for management and performance is the chief operating officer for the department and is responsible for the day-to-day management oversight responsibilities for the primary mission support organizations to include human capital, information technology, procurement and project management. The office also oversees the Office of Environmental Management (the safe cleanup of the environmental legacy of nuclear weapons development and nuclear energy research) and the Office of Legacy Management (the post-closure responsibilities for legacy land, structures and facilities). |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of Energy and Deputy Secretary of Energy |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Energy had a budget of $27.391 billion. DOE has 1,710 FTE. |
| Primary Responsibilities | * Functions as the chief operating officer of the department and has responsibility for its primary mission support organizations, including human capital, information technology, procurement and project management and facilities. * Oversees the Office of Environmental Management, which conducts the cleanup of the environmental legacy brought about from five decades of nuclear weapons development and government-sponsored nuclear energy research and the Office of Legacy Management. * Oversees the department’s environmental and energy programs including its diverse portfolio of applied energy research and development activities, nuclear waste management efforts and environmental cleanup of the nuclear weapons complex. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive leadership and management experience |
| Competencies | * Strong interpersonal and communication skills * Ability to work as a team |
| **PAST APPOINTEES** | |
| Kristina Johnson (2009 to 2010) - Provost, Senior Vice President for Academic Affairs, The Johns Hopkins University; Fulbright Scholar; Director, International Society for Optical Engineering; Founder, ColorLink and SouthEast Techinventures | |
| Clarence Albright (2007 to 2009) - U.S. House Committee on Energy and Commerce, Staff Director; Vice President of Federal Relations, Reliant Energy; Deputy Associate Attorney General; Senior Special Assistant to the Assistant Attorney General for Civil Rights; Deputy General Counsel, Department of Housing and Urban Development | |
| David Garman (2005 to 2007) - Assistant Secretary of Energy for Energy Efficiency; Staff, U.S. Senate Select Committee on Intelligence; Staff, Senate Committee on Energy and Natural Resources | |

POSITION DESCRIPTION

# Assistant to the president and chief technology officer, office of science and technology policy, executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the Office of Science and Technology Policy (OSTP) is threefold: first, to provide the president and his senior staff with accurate, relevant and timely scientific and technical advice on all matters of consequence; second, to ensure that the policies of the executive office are informed by sound science; and third, to ensure that the scientific and technical work of the executive branch is properly coordinated so as to provide the greatest benefit to society. |
| Position Overview | The U.S. Chief Technology Officer was created to help modernize a federal government relying too heavily on 20th century technology and to better use technological tools to address a wide range of national challenges. The U.S. Chief Technology Officer is responsible for ensuring the adoption of innovative technologies to support administration priorities, including job creation, broader access to affordable health care, enhanced energy efficiency, a more open government and national and homeland security. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | The size and budget of the Chief Technology Office team can vary significantly, in part based on the ability to leverage resources outside OSTP’s official budget. There are currently 4 deputy chief technology officers and 20-25 total full time employment. |
| Primary Responsibilities | * Ensure technologists, scientists, innovators and entrepreneurs in the United States are able to reach their full innovative potential. * Advise the president on how to best leverage technology and innovation to grow the American economy and support the achievement of domestic priorities. * Advise the president on complex topics relevant to American innovation, including big data, privacy, patent reform and regulatory reform. * Coordinate the federal government’s internal and external initiatives around technology and innovation, including investments in research and development that enable the continued growth of our economy and pave the way for new products and business models. * Work closely with other Federal offices and teams to embed 21st century tools and practices in government operations, recruit top talent and build capacity in data science, open government, open data and other areas * Promote early inclusion and consideration of the technological perspective on initiatives government-wide. * Utilize technology to spur innovations that improve government efficiency. * Engage and connect with the private sector to spread the utilization of government provided tools to enhance economic growth and social good. * Tap into citizens’ expertise to make government smarter and more responsive to private sector demands. * Serve as an evangelist for technology and innovation inside and outside of the government. * Highlight innovative technologies and advancements in the private sector. * Aid the development and implementation of the administration’s strategy for American innovation. * Support administrative innovation initiatives, including fostering a more open government, eliminating connectivity deserts and engaging local technology and innovation communities. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven track record of success in entrepreneurship and/or innovation (e.g., started a new company, new initiative, or new product) such that the individual is well respected and influential in technology circles * Understanding of how technology is affecting society today and how policy / the various levers of government might be brought to bear in harnessing it in the public interest * Experience convening, engaging, rallying around and coordinating an ecosystem |
| Competencies | * Collaborative individual with the ability to build relationships with and influence others * A strong communicator who can be an evangelist for technology and innovation in Washington and Silicon Valley alike * An innovative/creative/entrepreneurial mindset * An ability to evaluate the potential economic and societal impact of specific technological initiatives and understand the ability and limits of government and the private sector to support it |
| **PAST APPOINTEES** | |
| Megan Smith (September 2014 – present): Vice President, Google[x], Google; Vice President, New Business Development, Google; CEO, PlanetOutii | |
| Todd Park (March 2012 – August 2014): Chief Technology Officer, U.S. Department of Health and Human Services; Co-Founder, Athenahealth; Co-Founder, Castlightiii | |
| Aneesh Chopra (May 2009 – February 2012): Secretary of Technology, Commonwealth of Virginia; Managing Director, The Advisory Board Company; Investment Banking Analyst, Morgan Stanleyiv | |

POSITION DESCRIPTION

# Chairman, council of economic advisers, executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing and Urban Affairs |
| Agency Mission | The Council of Economic Advisers (CEA), an agency within the Executive Office of the President, is charged with offering the president objective economic advice on the formulation of both domestic and international economic policy. The council bases its recommendations and analysis on economic research and empirical evidence, using the best data available to support the president in setting our nation's economic policy. |
| Position Overview | Serves as the president’s chief economist and a member of the Cabinet. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | The chairman heads the council with two other members. They are supported by 15-20 professional staff and 5-10 support staff. |
| Primary Responsibilities | * Serve as a member of the president’s Cabinet * Recruit key talent to join the CEA team * Provide expert economic advice to the president through oral briefings, written memoranda and input into the economic policy process * Represent the council at the principal level in the policy process, including through presidential economic briefings, White House senior advisor and senior staff meetings, Cabinet meetings and principals meetings and a variety of other forums * Oversee CEA's analytical work, as well as public reports and other products, including setting priorities for CEA's analyses and written products; engage in their development; and provide guidance on analytical scope and choices * Represent the CEA’s views in public and communicate how economics informs the president’s agenda; engage in speaking events and media interviews; meet frequently with academic experts, leaders from think tanks, businesses and advocacy organizations and officials from other branches of government as well as foreign governments * Provide top-quality economic advice to the president and other members of the administration; the CEA monitors, reports and analyzes economic data for the president and operates as an “economics consulting shop” within the White House structure, answering economic questions from the President and other senior advisers * Assess the economic impact of specific policy proposals under consideration by the administration * Work with Treasury and the Office of Management and Budget (OMB) to set the administration’s economic forecast * Explain the administration’s economic policies and economic data to Congress, the media and the public * Write interpretations of each important release of economic data (e.g., GDP, unemployment and trade balances); these interpretations are presented to the president and top officials in advance of their public release and can help inform public responses to the data * Oversee the drafting of the annual economic report of the president, a book-length description of administration economic policies and views |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Deep understanding of economics, in particular macroeconomics, tax and fiscal issues (specialists in macroeconomics or public finance are often appointed); comfort weighing in on the broad range of economic policy questions that confront an administration * Candidate should be a well-respected Ph.D. economist with strong academic credentials and alignment with the president’s economic philosophy (e.g., a senior faculty member at a top economics department or business school who takes a leave of absence) * Good reputation on Capitol Hill |
| Competencies | * Strong interpersonal skills; ability to work well with the other senior members of the administration’s economic team * An economist who understands economic analysis as well as the political realities of the day; the ability to reconcile the two * Ability to develop influence internally (with the president, through the interagency process) and externally (building relationships with the business community and on Capitol Hill; being more visible publicly if helpful) * Ability to recruit top talent and manage a team of both economics and political appointees |
| **PAST APPOINTEES** | |
| Jason Furman (August 2013 – present): Principal Deputy Director, National Economic Council and Assistant to the President; Economic Policy Director, Obama for America (2008) and Member, Presidential Transition Team | |
| Alan B. Krueger (November 3, 2011 – August 2013): Assistant Secretary for Economic Policy and Chief Economist, U.S. Department of the Treasury; Bendheim Professor of Economics and Public Affairs, Princeton University | |
| Austan Goolsbee (September 2010 – August 2011): Robert P. Gwinn Professor of Economics, University of Chicago Booth School of Business; Senior Economic Adviser, Obama for America (2008); Member, Panel of Economic Advisers, Congressional Budget Office | |

POSITION DESCRIPTION

# Administrator, Office of Federal Procurement Policy, Executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | Provide overall direction for government-wide procurement policies, regulations and procedures and to promote economy, efficiency and effectiveness in acquisition processes. |
| Position Overview | The administrator shall provide overall direction of procurement policy and leadership in the development of procurement systems of the executive agencies (41 U.S.C. § 1121). |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Deputy Director for Management, Office of Management and Budget |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB fiscal 2015 budget request was $91.75 million. There were 457 OMB full time employees in fiscal 2015. There are approximately 15 full time employees in the Office of Federal Procurement Policy. |
| Primary Responsibilities | * Provide overall direction to government-wide procurement policies, regulations and procedures * Promote economy, efficiency and effectiveness in acquisition processes * Help shape policies and practices agencies use to acquire the goods and services they need to carry out their responsibilities * Oversee acquisition policy as outlined in the federal acquisition regulations * Lead the activities of the Chief Acquisition Officers Council, the Cost Accounting Standards Board and the Federal Acquisition Institute’s Board of Directors * Set the requirements for and oversee the Federal Acquisition Institute * Set qualification training standards and certification standards for the civilian acquisition workforce * Oversee procurement data and the contract registration system * Promote participation of small businesses in government contracting * Oversee relevant social policies, including sustainability in purchasing and IT accessibility |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience in acquisitions within the government * Experience with IT systems * Demonstrated ability to work across an organization effectively |
| Competencies | * Excellent communication skills; ability to influence others * Practical approach to leadership, with the ability to find common ground between policy objectives and operational realities * Strong interpersonal skills; ability to develop relationships across an organization * Ability to prioritize and focus resources * Ability to effectively leverage a small and flat organization |
| **PAST APPOINTEES** | |
| Anne Rung (September 2014 – September 2016): Associate Administrator of Government-wide Policy & Chief Acquisition Officer, General Services Administration; Senior Advisor & Chief Acquisition Officer, General Services Administration; Senior Director of Administration,  US Department of Commerceiii | |
| Joe Jordan (May 2012 – January 2014): Senior Advisor, Acting Office of Management and Budget Director, Jeff Zients; Associate Administrator of Government Contracting and Business Development, Small Business Administration; Engagement Manager, McKinsey & Company | |
| Daniel I. Gordon (November 2009 – December 2011): Acting General Counsel, Government Accountability Office; Deputy General Counsel, Government Accountability Office; Managing Associate General Counsel, Procurement Law Division, Government Accountability Officeiv | |

**POSITION DESCRIPTION**

# administrator, Office of Information And Regulatory Affairs, Executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | The Office of Information and Regulatory Affairs (OIRA) is a statutory part of the Office of Management and Budget within the Executive Office of the President. OIRA is the government’s central authority for the review of executive branch regulations, approval of government information collections, establishment of government statistical practices and coordination of federal privacy policy. |
| Position Overview | The administrator shall serve as principal adviser to the director on federal information resources management policy (44 U.S.C. § 3503). |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Director, Office of Management and Budget (OMB) (through either the Deputy Director or Deputy Director for Management of OMB) |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB fiscal 2015 budget request was $91.75 million. There were 457 OMB full time employees in fiscal 2015. OIRA is comprised of 5 subject matter branches and has approximately 45 full time employees. |
| Primary Responsibilities | * Manage the OIRA staff and organization * Oversee the regulatory, information collection and statistical activities of federal executive branch agencies * Find consensus across conflicting offices and agencies within the executive branch while adhering to the established principles and the President’s priorities * Provide the president with a tool to manage agencies’ regulatory activity * Review and analyze new regulations before publication * Work closely with senior appointees across the government to accomplish policy goals through regulation * Ensure compliance with relevant executive orders * Coordinate retrospective review of regulation * Oversee the implementation of government-wide policies in the areas of information collection, privacy and statistical policy, such as the Information Quality Act, which includes agencies’ peer review and information dissemination practices * Participate in international regulatory cooperation efforts with key trading partners * Implement the Small Business Regulatory Enforcement and Fairness Act * Review and approve government collections of information from the public under the Paperwork Reduction Act |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong academic and/or professional credentials in economics, administrative law and/or regulation * A reputation for being objective, neutral and unbiased; a proven track record as an advocate for evidence-based policy * Experience navigating a large organization with competing interests * Experience managing and leading highly motivated staff |
| Competencies | * Objective and analytical mindset * Strong communication, collaboration and interpersonal skills * Ability to resolve conflicts and mediate among conflicting interests * Ability to understand and reconcile regulatory analysis with political realities and convey the right message to the right audience; ability to earn the respect of career staff and political appointees alike |
| **PAST APPOINTEES** | |
| Howard Shelanski (June 2013 – present): Director, Bureau of Economics, Federal Trade Commission; Chief Economist, Federal Communications Commission; Senior Economist, President's Council of Economic Advisers | |
| Cass Sunstein (September 2009 – August 2012): Felix Frankfurter Professor of Law, Harvard Law School; Karl N. Llewellyn Distinguished Service Professor of Jurisprudence, Law School and Department of Political Science, University of Chicago; Karl N. Llewellyn Professor of Jurisprudence, Law School and Department of Political Science, University of Chicagov | |
| Susan E. Dudley (April 2007 – January 2009): Director, Regulatory Studies Program, Mercatus Center, George Mason University; Adjunct Professor of Law, George Mason University School of Law; Staff Economist, OIRAvi | |

POSITION DESCRIPTION

# director, office of national drug control policy, executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Judiciary |
| Agency Mission | A component of the Executive Office of the President, the Office of National Drug Control Policy (ONDCP) was created by the Anti-Drug Abuse Act of 1988. ONDCP advises the president on drug-control issues, coordinates drug-control activities and related funding across the federal government and produces the annual National Drug Control Strategy, which outlines administration efforts to reduce illicit drug use, manufacturing and trafficking, drug-related crime and violence and drug-related health consequences. |
| Position Overview | The Director is responsible for setting and monitoring Federal government policies regarding efforts to reduce the demand for illicit drugs, prevent the initiation of substance use by young people, combat drug production and trafficking and reduce drug-related crime, violence and disease. Each year, the comprehensive response to the drug problem is articulated in the National Drug Control Strategy, which is developed for the President by ONDCP. The Director oversees development and coordination of drug control policies, manages anti-drug efforts and certifies the drug control budgets of other government agencies. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | ONDCP had 99 full time employees in 2008 and and fiscal 2008 enacted budget of $13.7 billion. |
| Primary Responsibilities | * Evaluate, coordinate and oversee the international and domestic anti-drug efforts of the executive branch * Coordinate and ensure these efforts sustain and complement state and local anti-drug activities * Advise the president of changes in the organization, management, budgeting and personnel of federal agencies that affect U.S. anti-drug efforts * Monitor federal agency compliance with the agency’s obligations under the National Drug Control Strategy * Oversee the following programs: high intensity drug trafficking areas, the national youth anti-drug media campaign, the drug free communities program, anti-doping activities and the World Anti-Doping Agency * Coordinate domestic and international efforts as needed |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong understanding of the economies of the National Drug Control Policy and budgetary concerns in effectively executing the policy on an inter-agency and department basis * Broad understanding of the relevant issues involved in drug use and its associated health and criminal justice impacts |
| Competencies | * Ability to work across intergovernmental lines * Ability to engage individuals in the substance abuse, law enforcement and related communities |
| **PAST APPOINTEES** | |
| Michael Botticelli (February 2015 – present): Director, Bureau of Substance Abuse Services, Massachusetts Department of Public Health; National Association of State Alcohol and Drug Abuse Directors; Member, Advisory Committee, Substance Abuse and Mental Health Services Administration’s Center for Substance Abuse Prevention; Member, Advisory Committee, National Action Alliance for Suicide Prevention | |
| Gil Kerlikowske (May 2009 – February 2015): Police Chief, Seattle Police Department; Deputy Director, Office of Community Oriented Policing Services, U.S. Department of Justice; Police Commissioner, Buffalo, New York; Police Officer, St. Petersburg Police Department | |
| John P. Walters (December 2001 – January 2009): President, Philanthropy Roundtable; Deputy Director, Supply Reduction, ONDCP; Chief of Staff to the Director, ONDCP; Professor of Political Science, Michigan State University and Boston College; Acting Assistant Director and Program Officer, Division of Education Programs, National Endowment for the Humanities | |

POSITION DESCRIPTION

# controller, office of federal financial management, executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | Provides overall direction and leadership to the executive branch on financial management matters by establishing financial management policies and requirements and by monitoring the establishment and operation of federal government financial management systems. |
| Position Overview | As the statutory head of financial management in the federal government, the controller supervises a small office that identifies government-wide financial management needs, develops ways to meet the needs and promulgates those solutions to the agencies. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Deputy director for management at the Office of Management and Budget |
| **RESPONSIBILITIES** | |
| Management Scope | OMB’s enacted fiscal 2015 budget was $91.75 million and included 457 full time employees. The Office of Federal Financial Management included 15 full time employees. Thus, the Office of Federal Financial Management promulgates much of its policies/requirements and monitors execution through other than Office of Federal Financial Management personnel in OMB. |
| Primary Responsibilities | The controller of the Office of Federal Financial Management shall be the deputy and principal advisor to the deputy director for management in the performance by the deputy director for management of the following functions:   * Provide overall direction and leadership to the executive branch on financial management matters by establishing financial management policies and requirements and by monitoring the establishment and operation of federal government financial management systems. * Review agency budget requests for financial management systems and operations and advise the director on the resources required to develop and effectively operate and maintain federal government financial management systems and to correct major deficiencies in such systems. * Review and, where appropriate, recommend to the director changes to the budget and legislative proposals of agencies to ensure that they are in accordance with financial management plans of the Office of Management and Budget. * Monitor the financial execution of the budget in relation to actual expenditures, including timely performance reports. * Oversee, periodically review and make recommendations to heads of agencies on the administrative structure of agencies with respect to their financial management activities. * Develop and maintain qualification standards for agency chief financial officers and for agency deputy chief financial officers. * Provide advice to agency heads with respect to the selection of agency chief financial officers and deputy chief financial officers. * Provide advice to agencies regarding the qualifications, recruitment, performance and retention of other financial management personnel. * Assess the overall adequacy of the professional qualifications and capabilities of financial management staffs throughout the Government and make recommendations on ways to correct problems which impair the capacity of those staffs. * Settle differences that arise among agencies regarding the implementation of financial management policies. * Communicate with the financial officers of state and local governments and foster the exchange with those officers of information concerning financial management standards, techniques and processes (31 U.S.C. § 503) * Additional controller responsibilities include improper payments, membership on the Federal Accounting Standards Advisory Board, simplifying grants management, defining financial reporting requirements, shared services. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience with risk management * Knowledge of the agency’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Ability to establish positive relationships with coworkers and external stakeholders * Ability to forge strong congressional relationships preferred |
| **PAST APPOINTEES** | |
| David Mader (2014-present) – Senior Vice President of Booz Allen Hamilton, where he led the firm’s business in support of the Department of the Treasury; Assistant Deputy Commissioner for the IRS | |
| Danny Werfel (2009-2013) – Member, Chief Financial Officers Council, Office of Management and Budget, Executive Office of the President; Member, Government Accountability and Transparency Board, Office of Management and Budget, Executive Office of the President; Chair, Chief Financial Officers Council, Executive Office of the President; Deputy Controller, Office of Federal Financial Management, Office of Management and Budget, Executive Office of the President | |
| Linda Springer (2003-2005) – Senior Vice President and Controller at Provident Mutual; Vice President and Product manager at Penn Mutual Life Insurance Company | |

POSITION DESCRIPTION

# Deputy Director for management, Office of management and Budget, Executive Office of the President

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental 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 (DDM) also serves as the nation’s federal chief performance officer (CPO), a role established in 2009. 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Director of the OMB |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB fiscal 2015 budget request was $91.75 million. There were 457 OMB full time employees in fiscal 2015.  The management side of OMB is comprised of 5 offices that oversee and coordinate the Administration’s procurement (Office of Federal Procurement Policy), financial management (Office of Federal Financial Management), e-government (Office of E-Government and Information Technology), performance and personnel management (Office of Performance and Personnel Management) and information and regulatory policies (Office of Information and Regulatory Affairs). |
| Primary Responsibilities | * Lead the OMB’s efforts to oversee agency management of programs and resources to achieve legislative goals and administration policy. * Set standards for procurement, financial management, e-government, performance and personnel management and regulations to be implement government-wide in service of the administration’s policies and goals. * As chief performance officer for the federal government, negotiate and establish performance metrics across the government (referencing industry benchmarks and other external data as a way to gauge performance), recommend a set of performance-based actions, implement the components needed to track performance against goals and report on progress to governmental leadership. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of the budget process and federal government operations * Prior government service (strongly preferred) * Proven ability and experience leading and managing a large and complex enterprise * Background in operations (preferred) |
| Competencies | * Strong interpersonal skills to support work across the administration * Process and performance orientation, as this role must drive appropriate management practices and results government-wide * Ability to understand details of federal policy in a range of operational areas and to balance policy goals with operational realities |
| **PAST APPOINTEES** | |
| Andrew Mayock (2015 – present): Senior Advisor, OMB; Associate Director, General Government Programs, OMB; Deputy Vice President for Compact Implementation, Millennium Challenge Corporation; Executive Secretary, U.S. Department of the Treasury | |
| Beth Cobert (2013 – 2015): Director and Senior Partner, McKinsey and Company (focus on consumer-facing industries such as financial services, health care and telecom for nearly 30 years) | |
| Jeffrey Zients (2009 – 2012): CEO & Chairman, The Advisory Board Company; Chairman, Corporate Executive Board (20 years in the private sector as a CEO, management consultant and entrepreneur) | |
| Clay Johnson (2003 – 2009): Assistant to the President for Presidential Personnel; Executive Director, Bush-Cheney Transition Team; Chief of Staff, Governor George W. Bush; Appointments Director, Governor George W. Bush | |
| Mark Everson (2002 – 2003): Controller, Office of Federal Financial Management; Vice President of Finance, LSG Sky Chefs; Executive Commissioner and Deputy Commissioner, Immigration and Naturalization Service | |

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 Governmental 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 the Office of Management and Budget (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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Director of OMB |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB fiscal 2015 budget request was $91.75 million. There were 457 OMB FTE in fiscal 2015. |
| Primary Responsibilities | * Assist the director in budget development. * Represent OMB in White House Policy Council deliberations at the deputy level. * Assist 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 the review and assessment of information collection requests. * Assist the director with legislative clearance and coordination (review and clearance of all agency communications with Congress, including testimony and draft bills) to ensure consistency of legislative views and proposals with presidential policy. * Assist the director with executive orders and presidential memoranda to agency heads and officials. * Function 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 * Negotiate with Congressional committees (typically at the staff level) and testify as an OMB witness as needed |
| Strategic Goals and Priorities | [Depends on policy priorities of the 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** | |
| Brian Deese (2013 – 2015): Deputy Director, National Economic Council; Special Assistant to the President for Economic Policy; Member, Economic Policy Working Group, Presidential Transition Team; Economic Advisor, Obama for America (2008); Economic Policy Advisor, Hillary Clinton for President; Senior Policy Analyst for Economic Policy, Center for American Progress | |
| Heather Higginbottom (2011 – 2013): Deputy Director, Domestic Policy Council; Founder and Executive Director, American Security Project, a national security think tank; Deputy National Policy Director, Kerry-Edwards Presidential Campaign; Legislative Assistant, Office of Senator John Kerry | |
| Rob Nabors (2009 – 2010): Majority Staff Director, House Appropriations Committee; Minority Staff Director, House Appropriations Committee; Assistant Director for Administration and Executive Secretary, OMB; Special Assistant to the Director, OMB | |
| Stephen McMillin (2006 – 2009): Deputy Assistant to the President and Advisor to Chiefs of Staff Andrew Card and Joshua Bolten; Associate Director for General Government Programs, OMB; Staff, Senate Committee on Banking, Housing and Urban Affairs; Legislative Director, Financial Economist and Legislative Assistant, Senator Phil Gramm | |

POSITION DESCRIPTION

# Director, office of management and budget, executive office of the president

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| **OVERVIEW** | |
| Senate Committees | Budget jointly with Homeland Security and Governmental 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 Office of Management and Budget (OMB) Director serves the President of the United States in implementing his vision across the Executive Branch. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | The OMB fiscal 2015 budget request was $91.75 million. There were 457 OMB full time employees in fiscal 2015. |
| Primary Responsibilities | As the implementation and enforcement arm of presidential policy government-wide, the director carries out OMB's mission through 5 critical processes that are essential to the president's ability to plan and implement his priorities across the executive branch:   * Budget development and execution: A significant government-wide process managed from the Executive Office of the President and a mechanism by which the president implements decisions, policies, priorities and actions in all areas (from economic recovery to health care to energy policy to national security) * Management: Oversight of agency performance, federal procurement, financial management and information/IT (including paperwork reduction, privacy and security) * Coordination and review of significant federal regulations by executive agencies: Review of regulations to ensure they reflect presidential priorities and assessment of potential economic impact; review and assessment of information collection requests * Legislative clearance and coordination: Review and clearance of all agency communications with Congress, including testimony and draft bills, to ensure consistency of agency legislative views and proposals with Presidential policy * Execution of executive orders and presidential memorandum to agency heads and officials: The mechanisms by which the president directs specific government-wide actions by executive branch officials |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of the budget process * Prior government service (strongly preferred) * Broad policy and/or sector experience * Support of the president and/or his/her chief of staff * Unassailable reputation and credibility * Ability to analyze the context of the current administration and political environment and adjust the agency’s agenda accordingly, leveraging non-legislative tools as needed |
| Competencies | * Strong interpersonal skills; the ability to lead a large organization and collaborate with individuals across government * Ability to understand the finer points of budget policy as well as have strong political acumen; to understand how to resolve tensions between both given fiscal constraints and political realities * Analytical and strategic thinker; creative problem solver |
| **PAST APPOINTEES** | |
| Shaun Donovan (July 2014 – present): Secretary, U.S. Department of Housing and Urban Development; Commissioner, NYC Department of Housing Preservation and Development; Acting FHA Commissioner during Clinton/Bush presidential transition | |
| Sylvia M. Burwell (April 2013 – June 2014): President, Walmart Foundation; President, Global Development Program, Bill & Melinda Gates Foundation; Deputy Director, OMB | |
| Jacob J. Lew (November 2010 – January 2012): Deputy Secretary of State for Management and Resources; Managing Director and Chief Operating Officer, Citigroup business units; Executive Vice President and Chief Operating Officer, NYU | |
| Peter R. Orszag (January 2009 – July 2010): Director, Congressional Budget Office; Special Assistant to the President for Economic Policy; Senior Economist and Adviser, Council of Economic Advisers | |

POSITION DESCRIPTION

# director, office of science and technology policy, executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science and Transportation |
| Agency Mission | The mission of the Office of Science and Technology Policy (OSTP) is threefold: first, to provide the president and his senior staff with accurate, relevant and timely scientific and technical advice on all matters of consequence; second, to ensure that the policies of the executive branch are informed by sound science; and third, to ensure that the scientific and technical work of the executive branch is properly coordinated so as to provide the greatest benefit to society. |
| Position Overview | The primary function of the director is to provide, within the Executive Office of the President, advice on the scientific, engineering and technological aspects of issues that require attention at the highest levels of government. (42 U.S.C. § 6613) |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | OSTP has historically varied quite significantly in size based on the goals of the Administration. During the Obama administration, it has grown to approximately 120 full time employees including employees of the Executive Office of the President, detailees, fellows and others. Historically there have been 4 Senate-confirmed Associate Directors reporting to the Director: for science, technology, national security and international affairs and energy and the environment. The role of Chief Technology Officer was added during the Obama administration. |
| Primary Responsibilities | * Provide the president and his senior staff with accurate, relevant and timely scientific and technical advice on all matters of scientific and technological consequence. * Ensure that the policies of the executive branch are informed by sound science. * Ensure that the scientific and technical work of the executive branch is properly coordinated, providing the greatest benefit to society. * Serve as both assistant to the president for science and technology (the president’s key scientific advisor) and director of the Office of Science and Technology Policy. |
| Strategic Goals and Priorities | [Depends on policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * PhD in natural sciences and/or engineering * Strong scientific and technical background in a broad range of disciplines * National recognition and respect as a leader in the science, engineering and academic communities * Knowledge of the federal government and global science and technology policy * Understanding and expertise in scientific and technological areas that have been designated as areas of priority for the president’s science policy * Strong connections to the science and technology community |
| Competencies | * High level of intelligence and an analytical mind * Good communication skills; ability to discuss complex issues in a way that is accessible to non-experts * Strong leadership and management skills * Political acumen * Ability to learn how to achieve objectives and leverage the various levers of government to get things done (e.g., legislative, budgetary, via executive order) |
| **PAST APPOINTEES** | |
| John Paul Holdren (2009-present): Teresa and John Heinz Professor of Environmental Policy, Kennedy School of Government, Harvard University; Director of Science, Technology and Public Policy at Harvard’s Belfer Center for Science and International Affairs; Director, Woods Hole Research Center; Science Advisor on PCAST, President Clinton; Professor, University of California at Berkeley; Dr. Holdren’s work has focused on the causes and consequences of global environmental change, energy technologies and policies, reduction of dangers of nuclear weapons and materials and science and technology policy; he was trained in aeronautics, astronautics and plasma physics | |
| John H. Marburger III (2001-2009): America physicist, specializing in theoretical physics of nonlinear optics and quantum optics; Co-Founder, Center for Laser Studies, University of Southern California; Director, Brookhaven National Laboratory; President, Stony Brook University; Chair, NYS Commission on the Shoreham Nuclear Power Plant | |
| Neal Francis Lane (1998-2001): American physicist; Director, National Science Foundation; Provost, Rice University; Chancellor, University of Colorado; Dr. Lane has written extensively on theoretical physics and technology policy for the James A. Baker III Institute for Public Policy | |

POSITION DESCRIPTION

# United States Trade Representative, Executive office of the president

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Office of the U.S. Trade Representative (USTR) is responsible for developing and coordinating U.S. international trade, commodity and direct investment policy, and overseeing negotiations with other countries. |
| Position Overview | The USTR serves as the principal trade advisor, negotiator, advocate and spokesperson on trade issues. He or she leads U.S. negotiations and dialogues with trading partners, including U.S. engagement at the World Trade Organization, and is responsible for enforcement of trade agreements. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | In 2008, USTR had approximately 226 full-time employees and an enacted budget of $44.1 million in fiscal 2008. |
| Primary Responsibilities | * Works through the National Security Council and National Economic Council; develops and leads execution of the long-term trade strategy of the United States * Leads and manages the Office of the U.S. Trade Representative * Serves as the chief trade advocate and spokesperson for the president * Testifies before, and negotiates with, Congress, including leading efforts to secure trade promotion authority and passage of trade agreement legislation * Interacts with foreign trade ministers and with business, labor and other external stakeholders |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Trade policy experience * An understanding of the critical role of trade policy within broader U.S. foreign policy, as well as in domestic economic policy and U.S. competitiveness * Academic credentials in law, history and/or public policy (preferred) |
| Competencies | * Diplomatic and analytical skills to negotiate complex agreements and lead other trading partners to consensus * Strong interpersonal skills; ability to work across agencies * Political acumen, a strategic nature and communication skills to manage disparate domestic interests and build legislative coalitions necessary to enact the president’s trade agenda |
| **PAST APPOINTEES** | |
| Michael Froman (June 2013 – present): Assistant to the President and Deputy National Security Advisor for International Economic Affairs; Senior Fellow, Council of Foreign Relations; Senior Executive, Citigroup; Chief of Staff and Deputy Assistant Secretary for Eurasia and the Middle East, Department of Treasury | |
| Ron Kirk (March 2009 – June 2013): Mayor of Dallas, Texas; Secretary of State, Texas; Partner, Vinson & Elkins LLP | |
| Susan Schwab (June 2006 – March 2009): Deputy U.S. Trade Representative; President, University of Maryland Foundation; Dean, University of Maryland School of Public Policy | |
| Rob Portman (May 2005 – May 2006): Member of Congress, Ohio’s 2nd District | |

POSITION DESCRIPTION

# 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 administrator leads the agency's efforts to protect human health and the environment for all Americans. This includes managing a national staff and overseeing environmental science, research education and assessment in the areas of air, water, solid waste, pesticides, toxic substances and emergency response. The administrator also provides strategic direction, sets overall policy, determines agency priorities and represents the agency to the public and Congress. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the EPA had $7,007 million in outlays and 14,161 total employment. |
| Primary Responsibilities | * Manages the agency’s budget and employees * Works with staff to develop regulations and policies relating to the areas of human health and the environment * Communicates and coordinates with internal and external stakeholders, including the White House, Congress, regional administrators, state agencies, outside advocacy groups, and state and local stakeholders, on the agency’s business * Engages with state agencies and governors’ offices to ensure that regulations are being implemented properly * Serves as the public face and chief communicator of the agency * Manages ad hoc and ongoing environmental issues as they arise |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of environmental science and EPA structure and processes * Understanding of congressional oversight process * Understanding of the interactions between environmental policy, impact to industry, and industry and media responses |
| Competencies | * Ability to lead and manage a large bureaucracy, including oversight of that bureaucracy * Ability to communicate effectively, internally and externally * Ability to assess risk (scientific, environmental, and organizational) and impact of proposed regulations * Ability to make decisions in ambiguous situations and to balance a variety of interests and competing priorities * Good political judgment |
| **PAST APPOINTEES** | |
| Gina McCarthy (July 2013 – present): Assistant Administrator, EPA Office of Air and Radiation; Commissioner, Connecticut Department of Environmental Protection | |
| Robert Perciasepe (Acting, February 2013 – July 2013): Assistant Administrator, EPA’s water and clean air programs; Senior Vice President of Public Policy, National Audubon Society; Secretary of the Environment, State of Maryland | |
| Lisa Jackson (January 2009 – February 2013): Commissioner, New Jersey Department of Environmental Protection; Staff Scientist, EPA | |
| Mike Shapiro (January 2009): Principal Deputy Assistant Administrator, EPA Office of Solid Waste and Emergency Response; Director, Office of Solid Waste | |

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 fiscal 2015, the EPA had $7,007 million in outlays, 14,161 total employment and about 4,000 to 5,000 contract employees. The Deputy Administrator has a couple of direct reports: the chief of staff to the deputy (also known as the associate deputy administrator) as well as an assistant for scheduling and travel. However, as chief operating officer, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. The Deputy Administrator is essentially in the “same box” on the organization chart as the Administrator. |
| Primary Responsibilities | * Executes the president’s and administrator’s strategic plan for the agency by managing the overall operations and individual departments, and integrating mission-support functions with program and policy objectives * Works with peers in other agencies, the Office of Management and Budget, stakeholders (e.g., local or state governments) and Congress as needed * Resolves interagency conflict * Serves as a key advisor to the administrator on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the administrator in public and private meetings including dealings with the White House, Congress, state governments and trade groups. * Oversees internal Government Performance and Results Act processes * Works closely with the Administrator, Chief of Staff and CXOs |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Familiarity with the agency’s existing organization, regulatory processes, mission 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, or strong knowledge of, federal government enterprise operations * Understanding and, if possible, experience with the state and local roles in delivering the broad mandates under the nation’s environmental laws * 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 * Comfort leading and managing in ambiguous situations, as deputy administrators typically have vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers and external stakeholders * Ability to forge strong congressional relationships (preferred) |
| **PAST APPOINTEES** | |
| A. Stanley Meiburg (Acting) (2015 – Present): Deputy Regional Administrator, EPA Region 4, Atlanta; Deputy Regional Administrator, EPA Region 6, Dallas; Director, Air, Pesticides and Toxics Division, Region 6, Dallas; Director, Planning and Management Staff, EPA Office of Air Quality Planning and Standards, Durham, North Carolina | |
| Bob Perciasepe (2009 – 2014): chief operating officer at the National Audubon Society; EPA Assistant Administrator for Water and for Air/Radiation; Secretary of the Environment for the State of Maryland; senior official for the City of Baltimore | |
| Marcus C. Peacock (2005 – 2009): Associate Director for Natural Resources, Energy, and Science, OMB; Staff Director, House of Representatives Transportation and Infrastructure committee Oversight and Emergency Response subcommittee | |
| Stephen L. Johnson (2004 – 2005): Assistant Administrator, Office of Prevention, Pesticides, and Toxic Substances, EPA (with over 20 years of service at the EPA); Director of Operations, Hazelton Laboratories Corporation and Litton Bionetics, Inc. | |

POSITION DESCRIPTION

# General Counsel, 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 general counsel provides legal service to all of the organizational elements of the agency with respect to all programs and activities. He or she also provides legal opinions, counsel and litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisor. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The Administrator and Deputy Administrator |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the EPA had $7,007 million in outlays and 14,161 total employment. As of 2012, the General Counsel managed nine divisions covering a range of environmental and cross-cutting legal issues (e.g., air, water, pesticides and toxic substances), had four direct reports and oversaw approximately 350 attorneys (200 at the headquarters and 150 in regional offices). |
| Primary Responsibilities | * Serves as chief legal adviser to the Administrator and agency * Provides legal support for agency actions (rules, regulations, guidance documents, permitting decisions, response actions) * Represents the agency in court to defend agency actions in coordination with the Justice Department * Formulates responses and strategies in response to relevant court decisions * Manages the staff and budget of the general counsel’s office, including handling any HR questions that arise * Assists with EPA responses to congressional oversight * Facilitates consistent legal positions across EPA and the 10 regional offices, and coordinates as needed with senior staff or chief attorneys of program offices and/or Department of Justice attorneys * Provides legal advice regarding immediate and ongoing legislative or congressional issues that arise * Manages any constitutional issues (e.g., delegations of authority) |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience managing and working with a large staff of environmental attorneys and support personnel * A good relationship with and knowledge of the Justice Department’s Environment and Natural Resources Division * Experience in litigating agency regulations and policies * Understanding of congressional workings and the oversight process * Understanding of the interactions between the EPA and other branches and key offices within government, on both a legal and practical basis |
| Competencies | * Good legal judgment * Ability to think creatively about approaches to reforming key environmental regulatory policies * Strong management and interpersonal skills to enable the full vetting and pursuit of options when there are competing priorities among various stakeholders |
| Avi Garbow (August 2013 – present): Deputy General Counsel, Environmental Protection Agency, with a focus on air and water programs; Federal Prosecutor, Department of Justice’s Environmental Crimes Section; EPA Office of Enforcement and Compliance Assurance | |
| Brenda Mallory (January 2013 – August 2013): Associate General Counsel, Pesticides and Toxic Substances Law Office, EPA; Associate Deputy General Counsel, EPA; Special Assistant, Office of the EPA Administrator; Beveridge & Diamond, P.C. | |
| Scott Fulton (August 2009 – January 2013): Acting Deputy Administrator, EPA; Acting Assistant Administrator, Office of International Affairs, EPA; Judge, Environmental Appeals Board, EPA; Special Advisor, United States Ambassador to the United Nations Agencies, Rome, Italy | |
| Roger Martella (2007 – 2008): Principal Deputy General Counsel, EPA; Principal Counsel for Complex Litigation, Department of Justice, Environment and Natural Resources Division; Associate, Sidley Austin LLP | |

POSITION DESCRIPTION

# COMMISSIONER, FEDERAL COMMUNICATIONS COMMISSION

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| **OVERVIEW** | |
| Senate Committee | Commerce, Science, and Transportation |
| Agency Mission | To promote the expansion of competitive telecommunications networks in the U.S. and to protect and promote the network compact – including consumer protection, competition, universal access, public safety and national security – while ensuring that all Americans can take advantage of the services that networks provide |
| Position Overview | The Federal Communications Commission (FCC) regulates interstate and international communications by radio, television, wire, satellite and cable in all 50 states, the District of Columbia and U.S. territories. An independent government agency overseen by Congress, the commission is the United States' primary authority for communications law, regulation and technological innovation. The FCC is directed by five commissioners appointed by the president, one of whom the president designates as chairman. The chairman leads and sets the agenda for the organization. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) (Chairman)  Level IV $160,300 (5 U.S.C. § 5315) (Commissioners) |
| Position Reports to | FCC commissioners report to the FCC Chairman. The FCC is an independent regulatory agency; however, historically the Chairman has worked closely with White House offices. |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2016, the FCC had $384 million in funding.  The FCC is organized by function. There are seven bureaus and 10 offices:   * The Consumer and Governmental Affairs Bureau * The Enforcement Bureau * The International Bureau * The Media Bureau * The Public Safety and Homeland Security Bureau * The Wireless Telecommunications Bureau * The Wireline Competition Bureau * The Office of Administrative Law Judges * The Office of Communications Business Opportunities * The Office of Engineering and Technology * The Office of the General Counsel * The Office of the Inspector General * The Office of Legislative Affairs * The Office of the Managing Director * The Office of Media Relations * The Office of Strategic Planning and Policy Analysis * The Office of Workplace Diversity |
| Primary Responsibilities | * Promotes competition, innovation and investment in broadband services and facilities * Supports the nation's economy by ensuring an appropriate competitive framework for the unfolding of the communications revolution * Encourages the highest and best use of spectrum domestically and internationally * Revises media regulations so new technologies flourish alongside diversity and localism * Protects public interest goals (which include consumer protection, competition, universal service, public safety and national security) * Ensures that all Americans can take advantage of the services that competitive networks provide, without artificial impediments |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Deep knowledge of the telecommunications sector (including old and new media, wireless, internet, public safety communications and satellite) * Understanding of how the government and its agencies function and of interagency relationships * Exceptional leadership skills, including the ability to delegate projects effectively; must be able to evaluate the skills and knowledge of one’s team and build the team to fill any gaps * Comfort with economics and with economic analysis * Effective communication skills * A mix of private sector and public sector experience would be beneficial * Ability to manage and develop working relationships with members of Congress * A keen understanding of the many issues before the FCC, including net neutrality, broadband buildout, cyber and building out spectrum |
| Competencies | * Collaboration & Influencing: works effectively with peers, partners and others who are not in the chain of command. When necessary, possesses the ability to say no to powerful figures, while projecting integrity and authority * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * Results Orientation: drives for improvement of results, as demonstrated by a track record of substantially enhancing the performance of the organization under this individual’s leadership; sets appropriate metrics and tracks progress and results in line with the administration’s policy objectives * Team Leadership: inspires teams to achieve excellence by attracting and developing exceptional talent in the organization; fosters an environment of openness, respect and desire for achievement |
| **PAST APPOINTEES** | |
| Tom Wheeler (incumbent Chairman): Previously worked as a venture capitalist and lobbyist for the cable and wireless industry; was previously President of the National Cable & Telecommunications Association (NCTA) and CEO of the Cellular Telecommunications & Internet Association (CTIA). | |
| Mignon Clyburn (incumbent Commissioner): Previously Representative of South Carolina's 6th congressional district on the South Carolina Public Service Commission (PSC) (1998-2009). | |
| Jessica Rosenworcel (incumbent Commissioner): Senior Communications Counsel to the United States Senate Committee on Commerce, Science, and Transportation (2007-2012); role supporting FCC Commissioner Michael Copps (2003-2007); role in the Wireline Competition Bureau of the FCC (1999-2003). | |
| Ajit Pai (incumbent Commissioner): Partner, Jenner & Block (2011-2012); Deputy General Counsel, Associate General Counsel, and Special Advisor to the General Counsel, Federal Communications Commission (2007-2011); Chief Counsel, Subcommittee on the Constitution, Civil Rights, and Property Rights, Senate (2005-2007). | |
| Michael O’Reilly (incumbent Commissioner): Policy Advisor, Office of the Senate Republican Whip (2013-2013); Deputy Chief of Staff and Policy Director, Republican Whip’s Office (2012-2013); Advisor, Republican Whip’s Office (2010-2012). | |
| Julius Genachowski (Chairman 2009-2013): Special Advisor, General Atlantic (2007-2009); Chief of Business Operations, General Counsel (1997-2005); Law Clerk for Justice David H. Souter, Supreme Court of the United States (1993-1994). | |

POSITION DESCRIPTION

# Governor, Federal reserve system

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, and Urban Affairs |
| Agency Mission | The Federal Reserve System, often referred to as the Federal Reserve or simply "the Fed," is the central bank of the United States and was created by Congress to provide the nation with a safer, more flexible and more stable monetary and financial system. |
| Position Overview | The full term of a Governor is 14 years. Once appointed, governors may not be removed from office for their policy views. The lengthy terms and staggered appointments are intended to contribute to the insulation of the board—and the Federal Reserve System as a whole—from day-to-day political pressures to which it might otherwise be subject.  In addition to serving as members of the board, the Chairman and Vice Chairman of the board serve terms of four years, and they may be reappointed to those roles and serve until their terms as governors expire. The Chairman serves as public spokesperson and representative of the board and manager of the board's staff. The Chairman also presides at board meetings. Affirming the apolitical nature of the board, recent presidents of both major political parties have selected the same person as Board Chairman. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Though Congress sets the goals for monetary policy, decisions of the board about how to reach those goals do not require approval by the president or anyone else in the executive or legislative branches of government. |
| **RESPONSIBILITIES** | |
| Management Scope | The board has approximately 1,850 employees. |
| Primary Responsibilities | * Conducts the nation's monetary policy by influencing money and credit conditions in the economy in pursuit of full employment and stable prices * Supervises and regulates banks and other important financial institutions to ensure the safety and soundness of the nation's banking and financial system and to protect the credit rights of consumers * Maintains the stability of the financial system and contains systemic risk that may arise in financial markets * Provides certain financial services to the U.S. government, U.S. financial institutions and foreign official institutions, and playing a major role in operating and overseeing the nation's payments systems |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Advanced degree in economics * Demonstrated expertise in economic research and economic intelligence, and its implications for monetary policy * Ability to communicate clearly about monetary policy |
| Competencies | * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * Results Orientation: drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * Team Leadership: can focus, align and build effective groups * Collaboration & Influencing: works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| Janet Yellen (2014 – Present): President and Chief Executive Officer of the Federal Reserve Bank of San Francisco; Chair of the White House Council of Economic Advisers | |
| Stanley Fischer (2014 – Present): Governor of the Bank of Israel; Chief Economist at the World Bank | |
| Daniel Tarullo (2009 – Present): Professor of Law at Georgetown University Law Center; Assistant Secretary of State for Economic and Business Affairs | |

POSITION DESCRIPTION

# Administrator, General services administration

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | The mission of the General Services Administration (GSA) is to deliver the best value in real estate, acquisition and technology services to government and the American people. |
| Position Overview | The administrator oversees this federal agency with responsibility for purchasing, procurement, real estate management and IT solutions across a broad range of the federal government. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | GSA is a 12,000-person agency with a $27 billion annual budget. The agency manages $500 billion in federal assets, including 8,600 government-owned or leased buildings, 482 of which are historic properties, and 208,000 vehicles. |
| Responsibilities | * Directs the Federal Acquisition Service (both as a direct purchasing arm and as the standard setter for other governmental agencies and departments) and the Public Buildings Service (management of thousands of government properties and the disposal arm for unused/underused real estate) * Supports disaster recovery and continuity planning, including the provisioning of alternative recovery sites * Serves as a key leader in improving the delivery of IT across the federal government * Advocates for digital government service delivery and builds the mechanisms and systems necessary to make it possible * Continually assesses the performance of federal services (e.g., buildings, acquisitions, IT) and works with the Office of Management and Budget (OMB) to develop and refine policies to maximize the efficiency and effectiveness of those operations; where there are defined opportunities for savings, develop services to capture them * Engages with agency leadership across the administration to inform them of efficiency opportunities, and work with OMB to create policy and resource pressures for agencies to adopt them * Communicates internally to staff and externally to various stakeholders (e.g., Capitol Hill and the media) about the goals and work of GSA to inform and encourage adoption of its recommended practices |
| Strategic Goals and Priorities | [To be completed by the incoming Administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Demonstrated experience in managing the infrastructure of a large organization * Understanding of the range and nature of services provided by GSA * Understanding of federal acquisition and federal budget processes; prior government experience (strongly preferred) |
| Competencies | * Strong communication skills * Change agent mentality in both identifying and implementing new approaches to enhancing federal services * Ability to understand and assess operational systems, and evaluate relative performance of services * Process orientation * Clear sense of ethics |
| **PAST APPOINTEES** | |
| Denise Turner Roth (February 2015 to present): Deputy Administrator, General Services Administration; City Manager, City of Greensboro, N.C.; Special Assistant for Legislative Affairs, District of Columbia Mayor Anthony Williams | |
| Daniel Tangherlini (April 2012 to February 2015): Chief Financial Officer, Chief Performance Officer, and Assistant Secretary of the Treasury for Management, Department of the Treasury; City Administrator, Washington, D.C., under Mayor Adrian Fenty | |
| Martha Johnson (February 2010 to April 2012): Vice President of Culture, Computer Sciences Corporation; Vice President, SRA; Member, Advisory Board, Office of Government Commerce in the British Government | |
| Stephen Leeds (Acting, December 2009 to February 2010): Senior Counselor to the Administrator, General Services Administration; Founding Partner, Rogers & Hardin LLP | |

POSITION DESCRIPTION

# Assistant secretary for financial resources, 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 by providing effective health and human services and fostering advances in medicine, public health and social services. |
| Position Overview | The mission of the Assistant Secretary for Financial Resources is to advise the Secretary on all aspects of budget, grants, financial management and acquisition and to provide for the direction of these activities throughout HHS. The Assistant Secretary also coordinates HHS' implementation and reporting regarding the American Recovery and Reinvestment Act (Recovery Act).  The Assistant Secretary has several formal and informal roles, including chief financial officer (CFO), chief acquisition officer, HHS audit follow-up official and lead official for budget and grants. The assistant secretary is a close advisor to the secretary on policy issues. As CFO, he or she plays a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HHS had $1,027,507 million in outlays and 63,324 total employment. The assistant secretary for financial resources accomplishes his or her work through HHS component offices:   * Immediate Office of the Assistant Secretary * Office of Budget * Office of Executive Program Information * Office of Finance * Office of Grants and Acquisition Policy and Accountability   However, the CFO oversees the financial management of the entire department. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems. * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions; manages, trains and provides policy guidance and oversight of these personnel and their activities * Implements agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Develops budgets that support all agency missions * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders. * Ties the budget and performance to outcomes * Takes the lead role in enterprise-risk management |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Ellen Murray (2010-present) – Staff Director for the Senate Appropriations Subcommittee on Labor, Health and Human Services, Education and Related Agencies; served in the budget office and the Office of the General Counsel at HHS; economist at the Social Security Administration | |
| Charles E. Johnson (2005-2009) – President of Huntsman Cancer Foundation and Vice President of Huntsman, LLC; member of the Utah State Board of Regents, and Chair of the Board from 1997-2002; Vice Chairman of the Board for Strategic Direction with the Garff-Warner Organization; Chief of Staff to the Governor of the state of Utah; Board of Directors of KPMG, and Chairman of the Merger Transition Committee | |
| Janet Hale (2001-2005) – Program Associate Deputy for General Government at the Office of Management and Budget; Chief Financial Officer of the House of Representatives; Assistant Secretary of Budget at the Department of Transportation; Deputy Assistant Secretary of Policy and Budget at the Department of Housing and Urban Development | |
| John Joseph Callahan (1995-2001) – Vice Chairman of the Chief Financial Officers; Staff Director for the Senate Subcommittee on Intergovernmental Relations; Deputy Staff Director of the Senate Budget Committee; Chief of Staff for Sen. James Sasser; Assistant Professor of Education and Planning at the University of Virginia | |

POSITION DESCRIPTION

# Assistant Secretary for Legislation, Department of Health and human services

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| **OVERVIEW** | |
| Senate Committee | Finance jointly with Health, Education, Labor, and Pensions |
| Agency Mission | To enhance and protect the health and well-being of all Americans by providing effective health and human services and fostering advances in medicine, public health and social services. |
| Position Overview | The Office of the Assistant Secretary for Legislation serves as the primary link between HHS and Congress. The office is responsible for the development and implementation of the department's legislative agenda, and also informs Congress of the department's views, priorities, actions, grants and contracts |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HHS had $1,027,507 million in outlays and 63,324 total employment. The Assistant Secretary oversees all six divisions in the Office of the Assistant Secretary for Legislation ([Immediate Office of the Assistant Secretary for Legislation](http://www.hhs.gov/asl/divisions/divisions.html#io); [Office of the Deputy Assistant Secretary for Discretionary Health Programs](http://www.hhs.gov/asl/divisions/divisions.html#dasbh); [Office of the Deputy Assistant Secretary for Mandatory Health Programs](http://www.hhs.gov/asl/divisions/divisions.html#dashep); [Office of the Deputy Assistant Secretary for Human Services](http://www.hhs.gov/asl/divisions/divisions.html#dashs); [Congressional Liaison Office](http://www.hhs.gov/asl/divisions/divisions.html#clo); [Office of Oversight and Investigations](http://www.hhs.gov/asl/divisions/divisions.html#ooi)) |
| Primary Responsibilities | * Develops, transmits, provides information about and works to enact the department's legislative and administrative agenda * Supports implementation of legislation passed by Congress * Works closely with the White House to advance presidential initiatives relating to health and human services * Responds to congressional inquiries and notifies congressional offices of grant awards (GrantsNet, TAGGS) made by the department * Provides technical assistance regarding grants and legislation to members of Congress and their staff and facilitates informational briefings relating to department programs and priorities * Manages the Senate confirmation process for the secretary and the 19 other HHS presidential appointees who must be confirmed by the Senate * Prepares witnesses and testimony for congressional hearings * Coordinates meetings and communications of the secretary and other department officials with members of Congress * Notifies and coordinates with Congress regarding the secretary's travel and event schedule * Coordinates department response to congressional oversight and investigations * Acts as departmental liaison with the Government Accountability Office (GAO) and coordinating responses to GAO inquiries * Serves as liaison to external organizations, including public and private interest groups, with respect to the legislative agenda |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong and effective congressional relationships on relevant committees and understanding of congressional/legislative processes * Strong background in health care policy * Demonstrated experience in advancing and explaining health care policies * Understanding of politics as well as policy * Understanding of the authorization process * A record of working with both Republicans and Democrats |
| Competencies | * Excellent communication skills * Ability to establish positive relationships with co-workers and external stakeholders * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Jim Esquea, (2010-Present): Analyst for Income Security and Medicaid for the Democratic staff of the Senate Budget Committee; Member of Budget Committee for White House Office of Management and Budget under the Clinton Administration | |
| Vincent J. Ventimiglia, Jr., (2005-2008): Policy Director of Senate Budget; Health Policy Director of Senate HELP; Director of Government Affairs for Medtronic | |
| Jennifer B Young (2003-2005): Senior Counselor to HHS Secretary Mike Leavitt; Professional Staff of the House Ways and Means Committee; Professional Staff on the Senate Finance Committee | |

POSITION DESCRIPTION

# Administrator, Centers for Medicare and Medicaid Services, 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 by providing effective health and human services and fostering advances in medicine, public health and social services. |
| Position Overview | The Administrator oversees the Centers for Medicare and Medicaid Services (CMS), which administers key health programs, including Medicare, Medicaid (in partnership with the states), the Children’s Health Insurance Program (CHIP) and the Health Insurance Marketplace. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Health and Human Services; possibly reports to the Deputy Secretary, depending on organization of department |
| **RESPONSIBILITIES** | |
| Management Scope | The CMS has more than 6,000 employees; approximately 4,000 are based at its headquarters in Woodlawn, Maryland. The remaining employees are located in the Hubert H. Humphrey building in Washington, D.C., or at one of 10 regional offices and various field offices throughout the United States. The number of direct reports to the Administrator is between 30-50 employees.  CMS spending in 2015 was more than $900 billion, and 2016 spending is likely to exceed $1 trillion. Medicare and Medicaid are the largest programs in the federal government and are responsible for the provision of health insurance to more than 100 million Americans. |
| Primary Responsibilities | * Ensures that CMS carries out its mission of:   + Making available effective, up-to-date health care coverage and promoting quality care for beneficiaries   + Administering oversight of the Medicare Program and the federal portion of the Medicaid Program   + Ensuring that program beneficiaries are aware of the services for which they are eligible and that those services are accessible and of high quality.   + Developing health and safety standards for providers of health care services authorized by Medicare and Medicaid legislation   + Administering the State Children’s Health Insurance Program (SCHIP), the Health Insurance Portability and Accountability Act (HIPAA) and several other health-related programs * Directs the planning, coordination and implementation of the programs under Titles XI, XVIII, XIX, and XXI of the Social Security Act and related statutes, as amended, and directs the development of effective relationships between these programs and private and federally supported health-related programs * Oversees the establishment of program goals and objectives, and the development of policies, standards and guidelines—within broad Department of Health and Human Services policy and guidelines * Evaluates progress in the administration of CMS programs * Ensures that required actions are taken to direct or redirect efforts to achieve program objectives * Works with the states, other federal agencies and other concerned nongovernmental organizations in administering health care financing programs * Receives assistance from a principal deputy administrator, who functions with full authority during the administrator's absence |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Understanding of core services, programs and initiatives delivered by CMS * Ability to articulate and communicate the president’s vision for the American health care system to stakeholders and the American public * Extensive knowledge of insurance programs |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Strong interpersonal and communication skills |
| **PAST APPOINTEES** | |
| Andrew “Andy” Slavitt (2015-present) (acting) – group executive vice president of Optum; CEO for Optum Insight; Founder and CEO of Health Allies. | |
| Marilyn Tavenner (2011-2015; acting 2011-2013) – principal Deputy Administrator of CMS; secretary of health & human services for the State of Virginia; group president of outpatient services for the Hospital Corporation of America. | |
| Donald M. Berwick (2010-2011) (acting) – president and chief executive officer of the Institute for Healthcare Improvement; vice president of quality improvement for the Harvard Community Health Plan. | |

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 by providing effective health and human services and fostering advances in medicine, public health and social services. |
| 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](http://uscode.house.gov/view.xhtml?req=(title:42%20section:3501%20edition:prelim)%20OR%20(granuleid:USC-prelim-title42-section3501)&f=treesort&edition=prelim&num=0&jumpTo=true)).  As per the Government Performance and Results (GPRA) Act Modernization Act of 2010, the Deputy Secretary is also the chief operating officer of HHS ([31 U.S.C. §1123](http://uscode.house.gov/view.xhtml?req=(title:31%20section:1123%20edition:prelim)%20OR%20(granuleid:USC-prelim-title31-section1123)&f=treesort&edition=prelim&num=0&jumpTo=true)). 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; human service programs, child and family services, disease prevention, Indian health and mental health services; and Medicare and Medicaid. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HHS had $1,027,507 million in outlays and 63,324 total employment. The Deputy Secretary has a small 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 chief operating officer, the Deputy Secretary will manage people from all over the organization, not just those in his or her direct office, and has access to support from several assistant secretaries. |
| Primary Responsibilities | * Executes 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 * Works with peers in other agencies, the Office of Management and Budget, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency and intradepartmental conflict * Serves as a key advisor to the secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments and trade groups * Oversees internal GPRA processes. * Works closely with the Secretary, Chief of Staff and CXOs. * Maintains involvement in the development and approval of HHS regulations |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Proven ability and experience leading and managing a large and complex enterprise * Previous experience with federal government or other large scale 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 the 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 * Comfort leading and managing in ambiguous situations, as deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers 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 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 | |

POSITION DESCRIPTION

# Commissioner, Food & Drug Administration, Department of Health and Human ServiceS

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| **OVERVIEW** | |
| Senate Committee | Health, Education, Labor and Pensions |
| Agency Mission | The Food and Drug Administration (FDA) is responsible for protecting the public health by assuring the safety, efficacy and security of human and veterinary drugs, biological products, medical devices, our nation’s food supply, cosmetics and products that emit radiation. |
| Position Overview | As the top official of the FDA, the Commissioner is committed to strengthening programs and policies that enable the agency to carry out its mission to protect and promote the public health. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the FDA had a budget of $4.5 billion and 15,620 full-time equivalents. Reporting to the Commissioner are the following offices:   * Office of the Chief Counsel * Office of the Executive Secretariat * Office of External Affairs * Office of Women’s Health * Office of Minority Health * Office of the Chief Scientist |
| Primary Responsibilities | * Protects the public health by assuring the safety, efficacy and security of human and veterinary drugs, biological products, medical devices, our nation’s food supply, cosmetics and products that emit radiation * Advances the public health by helping to speed innovations that make medicines more effective, safer and more affordable, and by helping the public get the accurate, science-based information they need to use medicines and foods to maintain and improve their health * Regulates the manufacturing, marketing and distribution of tobacco products to protect the public health and reduce tobacco use by minors * Plays a significant role in the nation’s counterterrorism capability by ensuring the security of the food supply and by fostering development of medical products to respond to deliberate and naturally emerging public health threats. * Serves as the principal advisor to the Secretary on all matters related to the safety, efficacy and security of human and veterinary drugs, biological products, medical devices, our nation’s food supply, cosmetics and products that emit radiation * Supervises the work of the Office of Chief Counsel, Office of the Executive Secretariat, Office of Chief Scientist, Office of External Affairs, Office of Minority Health and Office of Women’s Health. |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A physician, traditionally, and should be a respected member of the scientific community * Experience in managing complex scientific agencies/organizations * Experience in regulatory/regulated environments * Experience in leading through unexpected crisis situations |
| Competencies | * Demonstrated ability to successfully lead a complex organization with multiple areas of focus * Strategic leader with a track record of developing strategic goals and leading others to successfully execute against a plan * Ability to establish positive relationships with co-workers and external stakeholders * Ability to forge strong congressional relationships (preferred) |
| **PAST APPOINTEES** | |
| Robert Califf, MD, (2016-Present), Deputy Commissioner for Medical Products and Tobacco, FDA; Professor of Medicine and Vice Chancellor for Clinical and Translational Research, Duke University. | |
| Margaret A. “Peggy” Hamburg, MD, (2009-2015), Vice President for Biological Programs and Senior Scientist, Nuclear Threat Initiative; Assistant Secretary for Planning and Evaluation, Department of Health and Human Services; Commissioner, New York City Department of Health and Mental Hygiene. | |
| Andrew C. “Andy” von Eschenbach, MD (2006-2009), Director, National Cancer Institute; Founding Director of the Prostate Cancer Research Program, Director of Genitourinary Cancer Center and Roy M. and Phyllis Gough Huffington Clinical Research Distinguished Chair in Urologic Oncology at the University of Texas M.D. Anderson Cancer Center. | |

POSITION DESCRIPTION

# Director, National Institutes of Health, Department of Health and human services

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| **OVERVIEW** | |
| Senate Committee | Health, Education, Labor, and Pensions |
| Agency Mission | To enhance and protect the health and well-being of all Americans by providing effective health and human services and fostering advances in medicine, public health and social services |
| Position Overview | The National Institutes of Health (NIH) is an agency of the Department of Health and Human Services and the primary federal agency for conducting and supporting biomedical research. NIH investigates ways to prevent, treat and cure common and rare diseases. It is the largest source of funding for medical research in the world, and more 80 percent of its budget is grants going to 3,000 institutes and universities. Comprised of 27 separate Institutes and centers, each focusing on specific biomedical science disciplines, NIH provides leadership and financial support to researchers throughout the world. The director of NIH sets policy and provides leadership and oversight for the programs and activities of all NIH components. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HHS had $1,027,507 million in outlays and 63,324 total employment. Within the Department of Health and Human Services, the NIH is comprised of the Director’s office and 27 institutes and centers, each with a specific research agenda. The Director oversees all 27 institutes and centers, programs and activities, and is supported by NIH deputy directors. NIH has requested a budget of $33.136 billion for fiscal 2017. |
| Primary Responsibilities | * Provides scientific leadership and vision for determining promising research breakthroughs that will result in the prevention, mitigation of, or cure for common and rare diseases * Directs funds to support NIH’s internal biomedical research and target grants to support scientific and health-related research in each state and across the world * Provides planning, coordination and management oversight to all 27 institutes and centers * Engages with a range of stakeholders and advisors to set strategy and policies for NIH program coordination * Fosters fundamental creative discoveries and innovative research strategies, and their applications, as a basis for ultimately protecting and improving public health * Promotes and defends the integrity of science and its use * Develops, maintains and renews human and physical resources that will ensure the nation’s capability to prevent disease * Expands the knowledge base in medical and associated sciences to enhance the nation’s economic well-being and ensure a continued high return on the public investment in research * Exemplifies and promotes the highest level of scientific integrity, public accountability and social responsibility in the conduct of science |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * A physician, traditionally * Commitment to the advancement of the scientific and medical fields with significant achievement in biomedical research * Credibility within the scientific community (commonly a member of the Institute of Medicine in the National Academy of Sciences) * Experience in managing multiple large-scale scientific research-based or research-funding-based organizations in academia, government and/or industry, ideally in a multidisciplinary and public environment * Demonstrated excellence in setting strategy and policy for managing and overseeing extensive scientific grant making |
| Competencies | * Energetic and innovative thinker with the ability to analyze the mission of NIH and build on its history and powerful current programs in a fast-changing external environment * Leadership with excellent judgment and capacity to serve in a publicly visible role with the comfort and ability to respond to the media and the public, and advocate on behalf of the mission of NIH |
| **PAST APPOINTEES** | |
| Francis S. Collins (2009-Present) (acting) – Director of the National Human Genome Research Institute, NIH; Professor of Internal Medicine and Human Genetics, University of Michigan; Appointed by Pope Benedict XVI to the Pontifical Academy of Sciences Member of the Institute of Medicine and the National Academy of Sciences; Awarded Presidential Medal of Freedom and the National Medal of Science. | |
| Raynard S. Kington, M.D., Ph.D. (2008-2009) – President and Professor of Economics, Grinnell College; Principal Deputy Director, NIH; Division Director at the Centers for Disease Control and Prevention; Associate Director for Behavioral and Social Sciences Research, NIH; Director, Division of Health Examination Statistics and Director, National Health and Nutrition Examination Survey (NHANES), CDC; Medical Director, Sub-Acute Care Service, UCLA Medical Center; Senior Natural Scientist, Social Policy Department, RAND Corporation | |
| Elias A. Zerhouni (2002-2008) – President, Global R&D, Sanofi Aventis; Independent Director, Danaher Corporation; Senior Fellow, Global Health Initiative, Bill & Melinda Gates Foundation; Chair & Professor, Department of Radiology, Johns Hopkins School of Medicine; Member of the Institute of Medicine and the National Academy of Sciences; Awarded the French National Order of the Legion of Honor | |
| Harold E. Varmus (1993-1999) – Director, National Cancer Institute; Co-Chair, President's Council of Advisors on Science and Technology, the White House; President & CEO, Memorial Sloan-Kettering Cancer Center; Professor at University of California, San Francisco; Member of the Institute of Medicine and National Academy of Sciences; Awarded the Nobel Peace Prize in Medicine for cancer research | |

POSITION DESCRIPTION

# GENERAL COUNSEL, 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 by providing effective health and human services and fostering advances in medicine, public health and social services. |
| Position Overview | The Office of the General Counsel (OGC) is responsible for providing legal advice to the secretary of the Department of Health and Human Services (HHS). The OGC supports the development and implementation of the department’s programs by providing the highest-quality legal services to the HHS secretary and the organization’s various agencies and divisions. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Health and Human Services |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HHS had $1,027,507 million in outlays and 63,324 total employment. The HHS Office of General Counsel has more than over 400 attorneys nationwide in eight headquarters offices and 10 regional offices. The office is comprised of three principal subcomponents: the immediate office, headquarters divisions and regional offices. Each headquarters division is led by an associate general counsel, and each of the 10 regional offices is led by a chief counsel. The eight headquarters divisions consist of the following: the General Law Division (GLD), Children, Families and Aging Division (CFAD), Ethics Division (ETH), Civil Rights Division (CRD), Centers for Medicare and Medicaid Division (CMSD), Food and Drug Division (FDD), Legislation (LEG) and Public Health Division (PHD). |
| Primary Responsibilities | * Supervises the work of the Immediate Office of the General Counsel, the eight headquarters divisions and the 10 regional offices * Provides legal advice to the entire department, including its 11 operating divisions * Oversees legal services addressing issues such as cancer research; privacy of medical records; contract disputes litigation; victims of human trafficking; faith-based and community initiatives; welfare reform; Medicare-Medicaid; child welfare; Head Start; alternatives to institutional care; civil rights; Indian health; bioterrorism programs; food safety; child support enforcement; refugee resettlement; organ donation; genetic testing; nursing home care; drug approvals; foster care and adoption assistance; nursing home bankruptcies; fraud, waste and abuse; district and appellate court litigation; vaccine procurement and distribution |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Accomplished and widely respected attorney with experience serving as a key and trusted advisor to executive leadership/clients * Strong and broad background in health care law, including regulatory process and compliance, and in social services * Experience/understanding of health care policies and related regulatory issues * Proven track record of addressing highly complex legal matters across an unusually broad spectrum of issue areas * Significant management experience |
| Competencies | * Highly effective leader, with the highest standards of personal and professional integrity * Ability to manage and provide legal advice on an exceptionally diverse range of highly visible national issues, usually under time constraints and political sensitivities * Ability to creatively solve problems and offer solutions * Ability to provide strategic and pragmatic counsel * Effective across large, complex organizations * Skill at remaining calm and cool under pressure * Facility for developing and maintaining a strong network of relationships inside and outside the organization * Impeccable judgment * Discretion and confidentiality of legal advice—a crucial trait * Superb communications skills, both oral and written |
| **PAST APPOINTEES** | |
| Margaret (Peggy) M. Dotzel, Acting General Counsel (2016-Present) Previously: Deputy General Counsel, HHS, 2011-2016; Special Counsel, Zuckerman Spaeder LLP, 2003-2010; Associate Commissioner for Policy, Food and Drug Administration, 2000-2003; Acting Associate Commissioner for Policy, Food and Drug Administration, 1999-2000; Senior Policy Advisor, Food and Drug Administration, 1995-1999; Associate, Wilmer, Cutler and Pickering, 1990-1995. | |
| William B. Schultz, General Counsel (2011-2016) Previously: Partner, Zuckerman Spaeder, 2001-2011; Deputy Assistant Attorney General-Civil Division, Department of Justice, 1999-2000; Deputy Commissioner for Policy, Food and Drug Administration, 1994-1999; Counsel, Energy and Commerce Committee’s Subcommittee on Health and the Environment, House of Representatives, 1989-1994; Litigator, Public Citizen Litigation Group, 1976-1989. | |
| Preeya Noronha Pinto, Acting General Counsel (December 2008-January 2009) Previously: Principal Deputy General Counsel, HHS, 2008-2008; Deputy General Counsel, HHS, 2007-2008; Trial Attorney-Civil Division, Department of Justice, 2002-2007. | |
| Thomas Barker, Acting General Counsel (April 2008-December 2008) Previously: Counselor to the Secretary for Health Policy, HHS, 2005-2008; Deputy General Counsel, 2003-2005; Counselor to the Administrator, Centers for Medicare & Medicaid Services, HHS, 2001-2003; Regulatory Counsel, Massachusetts Hospital Association, 1998-2001; Directory, Health Policy, Massachusetts Hospital Association, 1992-1998. | |
| Daniel Meron, General Counsel (2006-2007) Previously: Principal Deputy Assistant Attorney General-Civil Division, Department of Justice, 2003-2006; Appellate & Regulatory Litigation Partner, Sidley Austin; Law Clerk, Associate Justice Anthony M. Kennedy, Supreme Court, 1994-1995. | |
| Alex M. Azar, General Counsel (2001-2005) Previously: Partner, Wiley Rein LLP, 1996-2001; Associate Independent Counsel, Office of the Independent Counsel, 1994-1996; Law Clerk, Associate Justice Antonin Scalia, Supreme Court, 1992-1993. | |

POSITION DESCRIPTION

# assistant secretary for congressional and intergovernmental relations, Department of housing and urban development

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, and Urban Affairs |
| Agency Mission | To create strong, sustainable, inclusive communities and quality affordable homes for all. |
| Position Overview | The Assistant Secretary for Congressional and Intergovernmental Relations is the principal advisor to the Secretary, Deputy Secretary and senior staff with respect to legislative affairs, congressional relations and policy matters affecting federal, state and local governments, and public and private interest groups. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Housing and Urban Development |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HUD had $35,527 million in outlays and 8,059 total employment. The Assistant Secretary for Congressional and Intergovernmental Relations manages a staff of about 17. |
| Primary Responsibilities | * Coordinates congressional and intergovernmental relations activities involving program offices to ensure the effective and accurate presentation of the Department's views * Cooperates with the Office of General Counsel and program offices in developing the department's position on all relevant legislative matters * Coordinates the presentation of the department's legislative and budget program to Congress * Monitors and responds to the HUD-related activities of the department's congressional oversight, authorizing and appropriations committees * Serves as the principal departmental advocate before Congress for HUD's legislative initiatives and other legislative matters * Ensures that all testimony and responses to congressional inquiries are consistent with the Secretary's and the administration's views * Helps resolve differences with the Office of Management and Budget during the development of the department's proposed budget and legislative program. * Provides functional supervision and is ultimately responsible for the congressional relations activities of HUD's regional and field offices * Keeps the Secretary informed on all legislative matters affecting the department * Provides guidance to program offices in resolving intradepartmental policy differences on legislative matters and aides in resolving differences between the department and the Office of Management and Budget on legislative concerns |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience working in the House and/or Senate and a strong understanding of congressional and federal government procedures * Strong congressional relationships * Understanding of politics as well as policy * Understanding of the authorization process * A record of working with both Republicans and Democrats |
| Competencies | * Strong leadership skills * Ability to work as a team * Ability to work under high pressure * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Erika Moritsugu (2014 to present) – Deputy Assistant Director for Legislative Affairs, Consumer Financial Protection Bureau; Deputy Legislative Director, Sen. Daniel Akaka; Staff Director, Senate Democratic Policy Committee | |
| Peter Kovar (2009 to 2013) – Acting Chief of Staff at HUD; Chief of Staff to Rep. Barney Frank; Staff of Sen. John Kerry | |
| Sheila Greenwood (2008 to 2009) – Deputy Chief of Staff at HUD; Director of Legislative Affairs, Office of the Federal Coordinator for Gulf Coast Rebuilding; Vice President, Washington D.C. Government Relations branch for Citigroup | |

POSITION DESCRIPTION

# Chief financial officer, 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 Chief Financial Officer (CFO) serves as the principal advisor to the Secretary on financial management and is the senior departmental official responsible for establishing and implementing policies to govern all aspects of financial management in the department, including overseeing the development and implementation of the HUD budget. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Housing and Urban Development |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HUD had $35,527 million in outlays and 8,059 total employment. HUD has regional and field offices located throughout the nation. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, and manages, trains and provides policy guidance and oversight of these personnel and their activities * Coordinates financial management of all HUD bureaus and agencies, including activities of component CFOs * Implements agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes a lead role in enterprise risk-management * Develops budgets that support agency mission * Develops a strong internal control program and addresses material weaknesses in the department * Produces audited consolidated financial statements * Develops uniform financial-management policies and procedures * Processes accounting transactions and payments |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of Congressional budget process * Understanding of auditing procedures and reporting * Experience developing and maintaining integrated accounting and financial management systems * Demonstrated ability to recruit, select and train personnel to carry out agency financial management functions, and ability to manage, train and provide policy guidance and oversight of those personnel * Understanding of asset-management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Experience applying rigorous finance and analytical techniques to promote transparency, quantify fiscal implications of policies and assess program effectiveness. * Operational experience involving the financial execution of annual budgets * Ability to develop informative financial and performance reports to staff, overseers and stakeholders * Experience and willingness to take a lead role in enterprise risk-management * Knowledge of federal budget formulation, including Office of Management and Budget (OMB) and Congressional Budget Office processes, as well as the federal rulemaking process. * Possession of the highest moral and ethical character, competence, trustworthiness, focus, good judgment and energy * Knowledgeable regarding government accounting principles and reporting, including Governmental Accounting Standards Board |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| The position is currently vacant. Brad Huther was appointed CFO in 2014, but passed away in 2015. He served as senior advisor in the Patent and Trademark Office; Senior Director at the Chamber of Commerce; president and CEO of the International Intellectual Property Institute; consultant and later a special attaché for the World Intellectual Property Organization; Deputy Director and Chief Operating Officer of the Census Bureau | |
| Douglas A. Criscitello (2010 to 2011) – Director at PricewaterhouseCoopers where he assisted in the establishment of a public sector financial services practice; Founding Director of New York City Independent Budget Office, where he coordinated analyses of wide range of government programs and activities; Executive Director at JPMorgan Securities, Inc. where he provided operational, investment banking, and financial advisory services to U.S. government agencies; worked extensively with U.S. credit agencies in roles at the Small Business Administration, Office of Management and Budget, and Congressional Budget Office | |
| John W. Cox (2006 to 2009) – CFO of BMC Software, Inc.; Chairman of the Audit Committee for Benchmark Electronics | |

POSITION DESCRIPTION

# deputy secretary, Department of housing and urban development

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, and Urban Affairs |
| Agency Mission | To 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 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Housing and Urban Development |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HUD had $35,527 million in outlays and 8,059 total employment. Non-presidentially appointed, Senate confirmed (PAS) positions at the HUD would report to the Deputy Secretary. However, as chief operating officer, the Deputy Secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes the President’s and Secretary’s strategic plan for the agency by dealing with the overall operations; manages the individual departments; and integrates mission-support functions with program and policy objectives * Works with peers in other agencies, the Office of Management and Budget, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the Secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the Secretary in public and private meetings including dealings with the White House, Congress, state governments and trade groups * Oversees internal Government Performance and Results Act processes * Works closely with the Secretary, Chief of Staff and CXOs |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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) * Known 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 subcommittees 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 nonprofit 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 taking charge when leading and managing the agency, since deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers 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 Department of Public and Assisted Housing for Washington, D.C. | |

POSITION DESCRIPTION

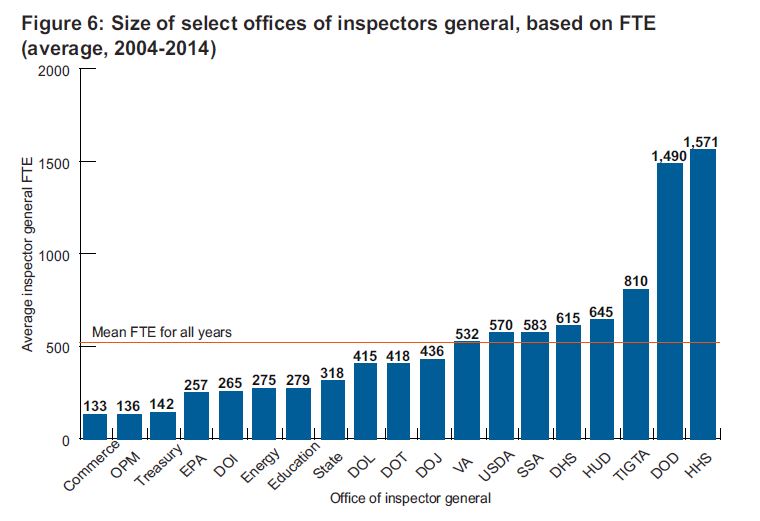
# General Counsel, Department of Housing and Urban Development

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, Urban Affairs |
| Agency Mission | To create strong, sustainable, inclusive communities and quality affordable homes for all. |
| Position Overview | The General Counsel is the chief legal advisor to HUD Secretary and other principal staff. The General Counsel oversees legal opinions, advice and services on all HUD programs and activities, litigation, legislative initiatives, enforcement actions and regulations. The General Counsel supervises all staff assigned to the Office of General Counsel at HUD Headquarters and provides professional guidance for staff assigned to the field counsel offices. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of Housing and Urban Development |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, HUD had $35,527 million in outlays and 8,059 total employment. The Office of General Counsel consists of the headquarters organizations, 10 regional offices, 36 offices of counsel and five satellite offices of the Departmental Enforcement Center. |
| Primary Responsibilities | * Manages and directs HUD legal departments, including civil rights programs, general litigation and enforcement actions * Works with the administration and Congress on program and legislative initiatives involving various aspects of financing, development and preservation of housing * Develops HUD program regulations and assists in the development of HUD programs and policies |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Leadership and management experience * Experience in large public/private legal entity * Real estate and mortgage finance background (preferred) |
| Competencies | * Strategic Orientation*:* demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies * Results Orientation: demonstrated ability to be proactive, exercise independent judgment, and manage multiple projects simultaneously; a strong work ethic and a track record of producing high quality work under deadline pressures * Team Leadership: experience effectively managing geographically-dispersed staff of legal and administrative support professionals * Collaboration & Influencing*:* proven track record of creating and managing relationships with peer executives inside the organization, outside counsel, and third parties/institutions |
| **PAST APPOINTEES** | |
| Helen R. Kanovsky (May 2009 – present), Chief Operating Officer and General Counsel, AFL-CIO Housing Investment Trust, Chief of Staff to Senator John Kerry, Executive Vice President and General Counsel of GE Capital Asset Management Corporation | |
| Robert M. Couch, (2007 – 2008), President of Government National Mortgage Association, President and CEO of New South Federal Savings Bank, General Counsel and Chief Financial Officer of First Commercial Bancshares | |
| Keith Gottfried (2005-2006), Senior Vice President-Corporate Affairs and Special Advisor to the CEO, Borland Software Corporation, Corporate Attorney at Skadden, Arps, Slate, Meagher & Flom LLP, Corporate Attorney at Blank Rome LLP | |

POSITION DESCRIPTION

# Inspector General

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| **OVERVIEW** | |
| Senate Committee | The majority of inspectors general (IGs) go through the Homeland Security and Governmental Affairs Committee and one other committee. The IGs at the Office of Personnel Management, General Services Administration and Department of Homeland Security only go through the Homeland Security and Governmental Affairs Committee. The IG at the CIA only goes through the Intelligence Committee. |
| Agency Mission | To conduct and supervise audits and investigations relating to the programs and operations of the establishments listed in section 12 of the Inspector General Act of 1978, as amended  To provide leadership and coordination, and recommend policies, for activities designed to promote economy, efficiency and effectiveness in administering audits and investigations, and to prevent and detect fraud and abuse in programs and operations  To provide a means for keeping the head of the establishment and Congress fully and currently informed about problems and deficiencies relating to the administration of programs and operations, and the necessity for, and progress of, corrective action |
| Position Overview | The nation’s 72 federal inspectors general provide critical oversight of government agencies, helping uncover waste, fraud and abuse, saving taxpayers billions of dollars each year and pinpointing areas for improvement, all so agencies can better serve the needs of Americans. |
| Position Reports to | Each inspector general shall report to and be under the general supervision of the head of the establishment involved or, to the extent such authority is delegated, the officer next in rank below such head, but shall not report to, or be subject to supervision by, any other officer of such establishment. Neither the head of the establishment nor the officer next in rank below such head shall prevent or prohibit the inspector general from initiating, carrying out or completing any audit or investigation, or from issuing any subpoena during the course of any audit or investigation. (Inspector General Act of 1978) |
| **RESPONSIBILITIES** | |
| Management Scope | The IG heads the Office of the Inspector General (OIG) at his or her agency. OIG size varies by agency (see appendix). |
| Primary Responsibilities | * Provides policy direction for, and conducts, supervises and coordinates audits and investigations relating to the programs and operations of his or her department or agency * Reviews existing and proposed legislation and regulations relating to programs and operations his or her agency and makes recommendations in the semiannual reports required by section 5 (a), concerning the impact of such legislation or regulations on the economy and efficiency in the administration of programs and operations administered or financed by the agency, or the prevention and detection of fraud and abuse in its programs and operations * Recommends policies for, and conducts, supervises or coordinates other activities carried out or financed the agency for the purpose of promoting economy and efficiency in the administration of, or preventing and detecting fraud and abuse in, its programs and operations * Recommends policies for, and conducts, supervises or coordinates relationships between his or her agency and other federal agencies, state and local governmental agencies, and nongovernmental entities with respect to all matters relating to the promotion of economy and efficiency in the administration of, or the prevention and detection of fraud and abuse in, programs and operations administered or financed by such establishment or the identification and prosecution of participants in such fraud or abuse * Keeps the head of his or agency and the Congress fully and currently informed, by means of the reports required by section 5 and otherwise, concerning fraud and other serious problems, abuses and deficiencies relating to the administration of programs and operations administered or financed the agency to recommend corrective action concerning such problems, abuses and deficiencies, and to report on the progress made in implementing such corrective action * Provides practicable, actionable recommendations to agencies on how to improve operations, and properly defines success. * Highlights best practices and looks for leading practices being used in the government that can be adopted by the agency * Serves as an ideal data source for agency leaders as they undertake enterprise risk-management, and promotes and supports strategic innovation * Provides a long-term perspective on what has gone on in their agency given that they typically remain in place through presidential transitions and changes in agency leadership * Can help alert new political appointees to the key risks and challenges facing their agencies |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Shall be appointed without regard for political affiliation and solely on the basis of integrity and demonstrated ability in accounting, auditing, financial analysis, public administration, or investigations (Inspector General Act of 1978). * To help fill vacant IG positions, a committee from the Council of Inspectors General on Integrity and Efficiency submits the names of interested and qualified candidates to the White House. It would be helpful if the incoming administration made full use of the council’s list of qualified candidates for open IG positions. * IGs tend to be towards the end of their career given the need for independence of the office. |
| Competencies | * Ability to maintain independence crucial * High level of emotional intelligence * Strong interpersonal skills and ability to give/take constructive criticism |
| **PAST APPOINTEES** | |
| Kathleen Tighe, Department of Education (2010 to present) – Deputy inspector general of the Department of Agriculture; counsel to the inspector general at the General Services Administration (GSA); assistant counsel for the GSA Office of Inspector General; trial attorney in the Fraud Section of the Commercial Litigation Branch of the Department of Justice | |
| Robert Westbrooks, PBGC (2015 to present) – Small Business Administration deputy inspector general; special agent in charge at the Postal Service Office of Inspector General; Postal Inspection Service serving as computer crimes program manager, basic training instructor, inspector-attorney, and detailed professional staff member to Senate subcommittees | |
| Cathy Helm, Smithsonian (2014 to present) – deputy inspector general at the Government Accountability Office; GAO assistant director for the Office of Inspector General; GAO assistant director for the Human Capital Office; GAO assistant director for the Natural Resources and Environment Team | |
| John Roth, DHS (2014 to present) – Director of the Office of Criminal Investigations at the Food and Drug Administration (FDA); chief of staff to the Deputy Attorney General; Deputy Assistant Attorney General for the Criminal Division; Assistant U.S. Attorney for the District of Columbia | |

****Source: Hudak, J., & Wallack, G. (2016). Political appointees as barriers to government efficiency and effectiveness (Rep.).

POSITION DESCRIPTION

# Assistant secretary for policy, management, and budget, Department of the interior

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| **OVERVIEW** | |
| Senate Committee | Energy and Natural Resources |
| Agency Mission | The Department of the Interior protects and manages the nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives and affiliated Island Communities. |
| Position Overview | The Office of the Assistant Secretary for Policy, Management and Budget serves as the enterprise-management entity responsible for providing overall policy direction, leadership, guidance and assistance on a broad range of management and operational issues that directly affect the Interior Department's ability to fulfill its mission. The assistant secretary serves in a number of statutorily designated positions and is the agency's chief financial officer (CFO), chief acquisition officer, chief human capital officer and chief performance officer. As CFO, this individual plays a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Interior |
| **RESPONSIBILITIES** | |
| Management Scope | The Assistant Secretary has responsibility for major operational components that support agency-wide functions, including the Interior Business Center, Office of Valuation Services, Office of Aviation Services, Natural Resource Damage Assessment program, Central Hazardous Materials Fund and the Payments in Lieu of Taxes program. The Assistant Secretary also oversees the Wildland Fire program in coordination with the three land management bureaus and the Bureau of Indian Affairs.  In fiscal 2015, the Department of the Interior had $12,340 million in outlays and 48,798 total employment. The actual fiscal 2015 departmental operations budget for the Office of the Assistant Secretary for Policy, Management, and Budget was $3.753 million with 25 full-time equivalents. However, the CFO oversees the financial management of the entire department. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as managing, training and providing policy guidance and oversight of these personnel and their activities * Implements agency asset-management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Develops budgets that support all agency missions * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes the lead role in enterprise risk-management * Ensures departmental compliance with legislative and regulatory requirements related to annual appropriations bills and related to department-wide functions such as performance, finance, acquisition and property management, budget, general management, administration, civil rights and equal access |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Kris Sarri (acting) (2014-present) – Deputy Director of the Office of Policy and Strategic Planning at the Department of Commerce; senior member of the Democratic professional staff of the Senate Commerce, Science, and Transportation; Senior Policy Advisor for appropriations, energy, and environmental issues for Senator Reed (D-R.I.); Legislative Director of the Northeast-Midwest Senate Coalition | |
| Rhea Suh (2009-2014) – managed a $200 million program dedicated to environmental conservation and clean energy at the David and Lucile Packard Foundation; worked at the William and Flora Hewlett Foundation; launched the New Constituencies portfolio to focus on environmental issues for underserved populations in the U.S. while at the Hewlett Foundation; senior legislative assistant to Senator Ben Campbell | |
| R. Thomas Weimer (2005-2009) – Principal Deputy Assistant Secretary and Acting Assistant Secretary for Water and Science at the Department of Interior; Chief of Staff to Secretary of the Interior Manuel Lujan Jr.; staff member to the House Committee on Interior and Insular Affairs (now the Natural Resources Committee) and the House Committee on Science and Technology; technical staff member at Sandia National Laboratories | |
| Patricia Lynn Scarlett (2001-2005) – Executive Director of Reason Public Policy Institute; Chair of the National Environmental Policy Institute’s “How Clean is Clean?” Working Group, and member of the Enterprise for Environment Task Force; Chair of California’s Inspection and Maintenance Review Committee charged with evaluating California’s vehicle Smog Check program | |

POSITION DESCRIPTION

# Deputy secretary, department of the interior

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| **OVERVIEW** | |
| Senate Committee | Energy and Natural Resources |
| Agency Mission | The Department of the Interior protects and manages the nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Interior |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of the Interior had $12,340 million in outlays and 48,798 total employment. As chief operating officer, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes 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 * Works with peers in other agencies, the Office of Management and Budget, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * 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 and trade groups. * Oversee internal Government Performance and Results Act processes * Must work closely with the Secretary, Chief of Staff and CXOs |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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 taking charge when leading and managing the agency, since deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers 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 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, Department of the Interior | |
| Steven Griles (2001-2004) – Partner, National Environmental Strategies; Senior Vice President, The United Company | |

POSITION DESCRIPTION

# solicitor, Department of interior

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| **OVERVIEW** | |
| Senate Committee | Energy and Natural Resources |
| Agency Mission | The Department of the Interior protects and manages the nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated Island Communities. |
| Position Overview | The Solicitor is the principal legal adviser to the Secretary and the chief law officer of the department. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Interior |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of the Interior had $12,340 million in outlays and 48,798 total employment. The solicitor’s office has more than 400 total employees, 300 of which are attorneys licensed in 40 states. The solicitor’s office is organized into the Immediate Office of the Solicitor, the Ethics Office, five legal divisions, an administrative division and 18 regional and field offices located throughout the United States. |
| Primary Responsibilities | * Serves as the principal legal adviser to the Secretary and the chief law officer of the department * Provides legal advice to the Secretary and Deputy Secretary and members of their staffs, the assistant secretaries of the department, the heads of the offices and bureaus of the department and all other officers and employees of the department * Formulates the legal policies of the department and resolves any conflicts that may arise in the application of these policies * Provides legal services for all programs, operations and activities of the department including the following programs: energy and minerals; land and water resources; fish and wildlife and parks; Indian affairs; territories; and management and administrative affairs * Manages the department's Ethics Office and resolves Freedom of Information Act Appeals |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Leadership and management experience * Understanding of federal regulatory and legislative processes |
| Competencies | * Strong interpersonal and communication skills * Ability to prioritize and manage a significant number of policy initiatives and legal matters simultaneously while pushing the ball forward |
| **PAST APPOINTEES** | |
| Hilary Tompkins (2009 to present) - Adjunct Professor, University of New Mexico School of Law; Chief Counsel, Gov. Bill Richardson; Attorney, Sonosky, Chambers Sachse, Endreson & Perry; Special Assistant to the U.S. Attorney, Eastern District of New York | |
| David L. Bernhardt (2006 to 2009) - Deputy Solicitor, Department of Interior; Deputy Chief of Staff, Department of Interior; Counselor to the Secretary of Interior; Director, Office of Congressional and Legislative Affairs, Department of Interior | |
| Sue Ellen Wooldridge (2004 to 2005) - Deputy Chief of Staff, Department of Interior; Partner, Riegels, Campos, and Kenyon LLP; Special Assistant, Attorney General of California; Special Assistant Attorney General, State of California | |

POSITION DESCRIPTION

# Assistant Secretary for congressional and intergovernmental affairs, 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 Assistant Secretary for Congressional and Intergovernmental Affairs serves as the department's liaison to Congress and other governmental entities. This individual provides strategy and representation on congressional and intergovernmental matters for the Secretary, Deputy Secretary and department officials. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Labor |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Labor had $45,217 million in outlays and 15,086 total employment. The Office of Congressional and Intergovernmental Affairs (OCIA) has a budget of about $4.2 million and currently has around 27 employees. The assistant secretary directs, coordinates and oversees the work of the office, exercising all management authorities and responsibilities. |
| Primary Responsibilities | * Develops and directs strategies involving Congress and intergovernmental issues, including legislation, regulations, budget and presidential nominations * Represents department and administration positions to Congress and intergovernmental agencies * Supports the development of congressional testimony for the secretary, deputy secretary and agency officials, including preparation of questions, answers and strategy * Reviews pending and proposed legislation and its impact on the department * Communicates and interprets the administration’s and department’s legislative and intergovernmental policies to component agencies and provide the central point for input by these sources regarding legislative and intergovernmental proposals * Supports the development and congressional passage of the department’s budget * Participates in White House-led cross-departmental strategies and initiatives * Supports the department’s Policy Planning Board and provides formal review and approval process for the department’s regulatory agenda * Represents legislative positions to employees’ and employers’ associations, grass root organizations and the regulated community * Coordinates closely with White House on presidential priorities and with policy agencies such as the Council of Economic Advisers, the Domestic Policy Council and others on areas of mutual interest |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience working in the House and/or Senate and a strong understanding of congressional and federal government procedures * Strong congressional relationships * Management experience, particularly with budget management * Knowledge of the agency’s laws and regulations a plus |
| Competencies | * Strong leadership skills * Ability to work as a team * Ability to work under high pressure |
| **PAST APPOINTEES** | |
| Adri Jayaratne (2014 to present) (Acting) – Deputy Assistant Secretary, Office of Congressional and Intergovernmental Affairs, Department of Labor; Senior Legislative Officer, Department of Labor; Chief of Staff to Rep. Betty Sutton; Senior Legislative Assistant to Rep. Dale Kildee | |
| Brian Kennedy (2009 to 2014) – General Counsel, Rep. George Miller; Assistant Director, Job Corps program, Department of Labor; Special Assistant to the President for economic policy, National Economic Council; Staff Director, Sen. Paul Simon | |
| Kristine Iverson (2001 to 2009) – Senior Advisor/Legislative Director, Sen. Orrin Hatch; Republican Staff Director, Senate Labor and Human Resources Committee; Employment Policy Director, Senate Labor and Human Resources Committee | |

POSITION DESCRIPTION

# Chief financial officer, 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 chief financial officer serves as the financial leader of the Department of Labor. The mission of the Office of the Chief Financial Officer (CFO) is to foster effective stewardship of public funds, safeguard fiscal integrity through effective internal controls and provide timely, accurate and useful financial information to decision-makers. The office is responsible for oversight of all financial management activities in the department. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Labor |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Labor had $45,217 million in outlays and 15,086 total employment. In fiscal 2015, the Office of the Chief Financial Officer’s budget was $5.06 million, and the 2017 budget request called for 17 full-time equivalents. |
| Primary Responsibilities | * Develops and manages tools and processes to provide critical financial and operational information to the Secretary, Deputy Secretary and department officials * Assess organizational performance against both the annual budget and department’s long-term strategy * Communicates regularly on performance with the secretary, deputy secretary and department officials, making actionable recommendations on both strategy and operations * Participates regularly in assessment and development of department’s annual budget * Supports long-term budgetary planning and cost management, in alignment with department’s strategic plan * Develops and maintains integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, and manages, trains and provides policy guidance and oversight of these personnel and their activities * Implements agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes the lead role in enterprise risk-management |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience at controller or chief financial officer level * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Familiarity with cyber technology a plus * Background in data analytics a plus * Certified public accountant (preferred) |
| Competencies | * Exhibits high level of integrity with strong focus on performance and results * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and the Office of Management and Budget via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Geoffrey Kenyon (2015 to Present) (acting) – Director of the Departmental Budget Center and Budget Officer for the Department of Labor; served with the House Appropriations Committee | |
| James Taylor (2010 to 2014) – Deputy Inspector General for the Department of Homeland Security; Deputy Chief Financial Officer for the Department of Commerce | |
| Douglas Webster (2008 to 2010) – Principal Finance Advisor to the Iraq Ministry of Transportation under the Coalition Provisional Authority | |
| Samuel Mok (2002 to 2007) – Chief Financial Officer and Comptroller of the Department of the Treasury; Managing Member of Condor Consulting | |

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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Labor |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Labor had $45,217 million in outlays and 15,086 total employment. As chief operating officer, the deputy secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes 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 * Works with peers in other agencies, the Office of Management and Budget, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the secretary in public and private meetings, including dealings with the White House, Congress, state governments and trade groups * Oversees internal Government Performance and Results Act processes * Must work closely with the secretary, chief of staff and CXOs * Serve as acting secretary in the secretary’s absence * Develops and supports the implementation of the department’s budget |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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 and business profit and loss |
| Competencies | * Demonstrated ability to resolve conflicts within a large organization * Comfortable taking charge when leading and managing the agency, since deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers 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 | |
| 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 | |

POSITION DESCRIPTION

# solicitor, 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 Solicitor is the chief legal enforcer and support arm for the Department of Labor. The incumbent provides legal advice regarding how to achieve the department’s goals. In doing so, the Solicitor ensures that the federal labor laws are forcefully and fairly applied to protect the nation's workers. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The Secretary of the Department of Labor |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Labor had $45,217 million in outlays and 15,086 total employment. In addition, it receives funding from other sources, such as the Black Lung Disability Trust Fund. The president's fiscal 2017 request for solicitor’s office is $148,497,000. The solicitor currently has about 750 full time employees. The Solicitor’s senior executive team is composed of about 22 officials. |
| Primary Responsibilities | * Advises the Secretary on policy decisions on legal matters relating to workplace health and safety, minimum wage and overtime compensation, employee retirement income security, equal employment opportunity, labor practices, workforce development, employment security and unemployment insurance, worker compensation, veterans’ readjustment assistance and reemployment rights, and international labor affairs. * Represents the Secretary and the client agencies in all necessary litigation, including both enforcement actions and defensive litigation, and in alternative dispute resolution activities * Assists the Secretary in making final litigation decisions on sensitive and critical matters   Represents the Secretary in interagency negotiations on legal matters relating to policy and on litigation matters   * Assists in the development of regulations, standards and legislative proposals * Provides legal opinions and advice concerning all the department's activities * Serves as acting secretary in the absence of the Secretary or Deputy Secretary * Responsible for managing the Office of the Solicitor, including making personnel decisions and overseeing the budget * Oversees eight regions serving as the department’s frontline enforcement, including trial level litigation |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Accomplished employment and labor relations attorney * Significant management experience * Understanding of federal regulatory and legislative processes * Familiarity with the public workforce system and/or unemployment insurance system |
| Competencies | * Ability to prioritize and manage a significant number of policy initiatives and legal matters simultaneously while pushing the ball forward |
| **PAST APPOINTEES** | |
| M. Patricia Smith (2010 to present) - Chief of the Labor Bureau, Office of the New York Attorney General; Deputy Bureau Chief and Section Chief of the Labor Bureau, Office of the New York Attorney General; Legal Services Organizations focused on representing unemployment claimants | |
| Gregory Jacob (2007 to 2009) - Senior Advisor to the Secretary of Labor; Special Assistant to President Bush; Attorney Advisor, Department of Justice, Office of Legal Counsel | |
| Howard Radzely (2003 to 2007) - Deputy Solicitor for National Operations, Department of Labor; Senior Associate, Wiley, Rein & Fielding; Clerk, Associate Justice of the Supreme Court Antonin Scalia | |

POSITION DESCRIPTION

# Director of national intelligence

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To lead intelligence integration and forge an intelligence community that delivers the most insightful intelligence possible. Its vision is a nation made more secure because of a fully integrated intelligence community. |
| Position Overview | The Director of National Intelligence serves as the head of the intelligence community, overseeing and directing the implementation of the National Intelligence Program and acting as the principal advisor to the president, the National Security Council and the Homeland Security Council for intelligence matters related to national security. Working together with the Principal Deputy Director of national intelligence, the goal of the director’s office is to effectively integrate foreign, military and domestic intelligence in defense of the homeland and of United States interests abroad. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | The Director of National Intelligence manages a budget of more than $54 billion and oversees 17 intelligence community organizations. The DNI’s management and budgetary responsibilities are broad, extending to the entire intelligence community, but the role’s actual authorities are more circumscribed. Under the relevant authorizing legislation, the DNI’s budgetary and personnel authorities are significant but still limited, especially with respect to the substantial military intelligence components. |
| Primary Responsibilities | * Ensures that timely and objective national intelligence is provided to the president, the heads of departments and agencies of the executive branch; the chairman of the Joint Chiefs of Staff and senior military commanders; and Congress * Establishes objectives and priorities for collection, analysis, production and dissemination of national intelligence * Ensures maximum availability of and access to intelligence information within the intelligence community * Develops and ensures the execution of an annual budget for the national intelligence program based on budget proposals provided by intelligence community component organizations * Oversees coordination of relationships with the intelligence or security services of foreign governments and international organizations * Ensures the most accurate analysis of intelligence is derived from all sources to support national security needs * Develops personnel policies and programs to enhance the capacity for joint operations and to facilitate staffing of community management functions * Oversees the development and implementation of a program management plan for acquisition of major systems—ding so jointly with the secretary of defense for defense-related programs—that includes cost, schedule and performance goals and program milestone criteria |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive national security expertise * Senior level management capabilities and interest * Exceptional leadership skills, especially the ability to drive reforms with relatively limited powers * Ability to work with other intelligence community and National Security council leaders in the manner desired by the president * “Sense of Congress” that either the DNI or the deputy should either be a military officer or “have, by training or experience, an appreciation of military intelligence activities and requirements” |
| Competencies | * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * Results Orientation: drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * Team Leadership: can focus, align and build effective groups * Collaboration & Influencing: works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| LTG James Clapper (2010-Present): Undersecretary of Defense for Intelligence; Director, NGA; Director, DIA; distinguished career as Air Force intelligence officer | |
| ADM Dennis Blair (2009-2010): President of Institute for Defense Analyses; Commander, U.S. Pacific Command; distinguished career as Navy officer | |
| VADM John McConnell (2007-2009): Senior Vice President at Booz Allen Hamilton; Director of NSA; Intelligence Director for the Joint Chiefs of Staff; Director of Intelligence (N2) and Commander, Pacific Fleet; Chief of Naval Forces Division, National Security Agency | |

**POSITION DESCRIPTION**

# General counsel, Office of the director of national intelligence

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To lead intelligence integration and forge an intelligence community that delivers the most insightful intelligence possible. |
| Position Overview | The General Counsel is the chief legal officer of the Office of the Director of National Intelligence. The General Counsel’s mission is to provide accurate and timely legal guidance and counsel to the director and to the Director’s office to ensure all employees and contractors assigned to the office comply with U.S. law and any applicable regulations and directives. The General Counsel’s mission also includes supporting the Director in carrying out his/her statutory responsibility to ensure compliance with the Constitution and laws of the United States by elements of the intelligence community that are part of the National Intelligence Program. To this end, the General Counsel works closely with legal officers across the intelligence community to coordinate the development of legal mechanisms to facilitate the implementation of director’s policies and to ensure compliance with applicable law. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Director of National Intelligence |
| **RESPONSIBILITIES** | |
| Management Scope | The General Counsel will work closely with counterparts at other intelligence agencies, the legal advisors to the as the Assistant to the President for National Security Affairs and State Department and the Department of Justice. |
| Primary Responsibilities | * Provides accurate and timely legal guidance and counsel to the director of national intelligence and the Office of the Director of National Intelligence (ODNI) to ensure the office complies with U.S. law * Assists the Director in his or her responsibility to ensure legal compliance by the intelligence community in general * Works with general counsels throughout the intelligence community to facilitate implementation of ODNI policies and ensure compliance with U.S. law |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong legal background with knowledge of the national security field * Experience working on complicated policy and administrative issues * Experience working on matrixed teams and with a cross- section of senior executives |
| Competencies | * Strategic Orientation*:* demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies * Results Orientation: demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously. A strong work ethic and a track record of producing high-quality work under deadline pressures * Team Leadership: experience effectively managing geographically-dispersed staff of legal and administrative support professionals * Collaboration & Influencing*:* proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions |
| **PAST APPOINTEES** | |
| Robert Litt (2009-Present): Partner, Arnold & Porter; Principal Associate Deputy Attorney General; Deputy Assistant Attorney General in the Criminal Division | |
| Benjamin Powell (2006-2009): Associate Counsel, White House Counsel’s office, focusing on national security issues; corporate lawyer and litigator; USAF and FBI service | |

POSITION DESCRIPTION

# PRINCIPAL DEPUTY DIRECTOR OF NATIONAL INTELLIGENCe

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | To lead intelligence integration and forge an intelligence community that delivers the most insightful intelligence possible. Its vision is a nation made more secure because of a fully integrated intelligence community. |
| Position Overview | The Principal Deputy Director of National Intelligence aids the Director of National intelligence in his/her role as the head of the intelligence community. As with many deputy positions, the role of the Principal Deputy Director is largely discretionary, dependent upon the preferences, strengths and areas of focus of the director. The Principal Deputy Director serves in a role similar to that of a chief operating officer with a focus on the operations of the Office of the Director of National Intelligence, and manages intelligence community coordination and information sharing. The Principal Deputy also reinforces the director’s intelligence integration initiatives and focus on resource challenges. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Director of National Intelligence |
| **RESPONSIBILITIES** | |
| Management Scope | The Principal Deputy Director helps the Director manage a budget of more than $54 billion and oversee 17 intelligence organizations. The Director’s management and budgetary responsibilities are broad, extending to the entire intelligence community, but his actual authorities are more circumscribed. Under the relevant authorizing legislation, the Director’s budgetary and personnel authorities are significant but still limited, especially with respect to the substantial military intelligence components. |
| Primary Responsibilities | * Assists the Director in the leadership of the intelligence community and undertakes other duties the Director requests * Focuses on managing the intelligence community, ensuring the implementation of the President’s and the Director’s priorities, and pushing through reforms * Monitors intelligence community’s attainment of clear and measurable goals and objectives to meet mission priorities * Facilitates integration of intelligence personnel, expertise and capabilities |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong management and leadership skills * Excellent team work abilities * Willingness to engage and work to make progress on details of intelligence community’s management and administration * Knowledge of or willingness to learn about the intricacies of the intelligence community’s bureaucracy and culture |
| Competencies | * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * Results Orientation: drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * Team Leadership: can focus, align and build effective groups * Collaboration & Influencing: works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| Stephanie O’Sullivan (2011-Present): Associate Deputy Director of the CIA, CIA Deputy Director for S&T, career CIA DS&T official | |
| David Gompert (2009-2011): RAND analyst, State Department official | |
| Donald Kerr (2007-2009): Director of NRO, CIA Deputy Director for S&T, Director of Los Alamos National Laboratory | |

POSITION DESCRIPTION

# Director, office of personnel management

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| **OVERVIEW** | |
| Senate Committee | Homeland Security and Governmental Affairs |
| Agency Mission | Through its initiatives, programs and materials, the Office of Personnel Management (OPM) provides the policy and regulatory framework for the federal government to recruit and hire the best talent; train and motivate employees to achieve their greatest potential; and continually promote an inclusive work force defined by diverse perspectives. OPM provides human resources, leadership and support to federal agencies and helps the federal workforce achieve its aspirations as it serve the American people. |
| Position Overview | The Director oversees all aspects of the policy framework/rules surrounding the hiring, training, performance evaluation and overall management of the 2.1 million employee civilian workforce and functions as the principal advisor to the President on all personnel issues regarding the civilian workforce. |
| Compensation | Level II $185,100 (5 U.S.C. § 5313) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | OPM’s fiscal 2015 discretionary resources were $240.188 million. In 2012, OPM had approximately 10,000 individuals (FTEs and contractors) across 18 departments serving the 2.1 million civilian employee workforce. |
| Primary Responsibilities | * Leads the strategy and oversee the daily operations of OPM * Oversees the operation of OPM’s key business lines, including 90 percent of all federal agency employee and contractor background investigative services/background checks (which represents half or more of all OPM resources); the world's largest single-employer sponsored health insurance program; a $700 billion asset retirement program; human resource and compensation consulting; testing services; and management development programs * Assists with the preparation or amendment of civil service rules or otherwise advises the president on ways to promote an efficient civil service and the systematic application of merit system principles, including recommending policies relating to the selection, promotion, transfer, performance, pay, conditions of service, tenure and separation of employees * Executes, administers and enforces the laws and regulations governing civil service across the federal government, including retirement and classification activities (except with respect to functions for which the Merit Systems Protection Board or the special counsel is primarily responsible) * Oversees the suitability standards for the trusted and contracted civilian workforce * Manages and secures information pertaining to the federal civilian workforce as needed to carry about OPM’s functions |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Experience managing budgets and operating large organizations * Significant human resources/human capital experience * Demonstrated track record of operational excellence * Experience in leading change in organizations * Proven ability to attract and hire top talent * Experience in the public sector (preferred) |
| Competencies | * Strong executive management and organizational skills * Customer service orientation * Demonstrated accountability, decisiveness and problem solving ability * Strong leadership and financial management skills * Political acumen * Strong communication skills and ability to persuade |
| **PAST APPOINTEES** | |
| Beth F. Cobert (July 2015 – present): Deputy Director for Management and Chief Performance Officer, Office of Management and Budget; Director and Senior Partner, McKinsey & Company | |
| Katherine Archuleta (November 2013 – July 2015): National Political Director, Obama for America (2012); Chief of Staff, Department of Labor; Senior Policy Advisor, Denver, Colorado’s Mayor’s Office iv | |
| John Berry (April 2009 – April 2013): Director, Smithsonian National Zoo; Director, National Fish and Wildlife Foundation; Assistant Secretary for Policy, Management and Budget, Department of the Interior; Director of Governmental Relations and Senior Policy Advisor, Smithsonian Institution; Deputy Assistant Secretary and Acting Assistant Secretary for Law Enforcement, Department of the Treasury | |
| Linda Springer (June 2005 – August 2008): Controller and Head of the Office of Federal Financial Management, Office of Management and Budget; Counselor to the Deputy Director for Management, Office of Management and Budget | |

POSITION DESCRIPTION

# administrator, small business administration

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| **OVERVIEW** | |
| Senate Committee | Small Business and Entrepreneurship |
| Agency Mission | The mission of the SBA is 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 Administrator is responsible to the President and Congress for exercising direction, authority and control over the Small Business Administration. The incumbent determines and approves all policies covering the agency’s programs to aid, counsel, assist and protect the interests of the nation’s small business concerns. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | The President of the United States |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the SBA had 3,106 FTE and a budget of $855.518 million. |
| Primary Responsibilities | * Serves as an ambassador to and advocate for small business * Oversees the SBA’s principal programs targeted to small businesses, including lending programs, Small Business Development Centers and Small Business Innovation Research grants * Plays a critical role in the other important SBA functions including high-profile raced-based minority contracting programs and other contracting programs affecting $60 billion in procurement annually; a loan program for large disasters * Consults with federal, state and local agencies on behalf of small business interests in the national economy * Reports to the president and Congress on agency program accomplishments and problems * Periodically evaluates the performance, accomplishment and short- and long-range planning goals of the central office and the regions—with and through officials reporting directly to the administrator * Delegates responsibility and authority—except the authority to approve or disapprove pool loans, applied research programs and defense production pools, as set forth in sections 7(a)(6), 9(d) and 11 of the Small Business Act—to the deputy administrator, associate deputy administrator, assistant and associate administrators and other central office officials reporting directly to the administrator and regional administrators * Evaluates other federal agencies on small business utilization and other contracting sub goals such as the number of women-owned or disabled-veteran-owned businesses |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong communications skills * Extensive management experience (Although SBA is a small agency, it contains a diverse set of programs, many of which are political hot buttons.) |
| Competencies | * Ability to work with a diverse set of groups |
| **PAST APPOINTEES** | |
| Maria Contreras-Sweet (2014 to present) – Secretary of the Business, Transportation, and Housing Agency, State of California; District Manager, Census Bureau; Commercial Banker | |
| Karen Gordon Mills (2009 to 2013) – partner in several private equity firms; served on the boards of Scotts Miracle-Gro and Arrow Electronics; chair of Maine’s Council on Competitiveness and the Economy | |
| Steven C. Preston (2006 to 2008) – Executive Vice President and CFO of The ServiceMaster Company; Senior Vice President and Treasurer of First Data Corporation; Senior Vice President, Investment Banking, Lehman Brothers | |

POSITION DESCRIPTION

# Deputy Administrator, Small business administration

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| **OVERVIEW** | |
| Senate Committee | Small Business and Entrepreneurship |
| Agency Mission | The mission of the SBA is 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 grants. The Deputy Administrator is also the chief operating officer of the organization. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Administrator of the Small Business Administration |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the SBA had 3,106 FTE and a budget of $855.518 million. As COO, the Deputy Administrator will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes the President’s and Administrator’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 * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the Administrator on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the Administrator in public and private meetings including dealings with the White House, Congress, state governments, trade groups and others * Oversees internal the Government Performance and Results Act processes * Works closely with the Administrator, Chief of Staff and CXOs * Possible additional 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 | [Depends on the policy priorities of the 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 taking charge when leading and managing the agency, 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 | |

POSITION DESCRIPTION

# commissioner, securities and exchange commission

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| **OVERVIEW** | |
| Senate Committee | Banking, Housing, & Urban Affairs |
| Agency Mission | To protect investors; maintain fair, orderly and efficient markets; and facilitate capital formation. The SEC strives to promote a market environment that is worthy of the public's trust. |
| Position Overview | The Securities and Exchange Commission (SEC) has five commissioners who are appointed by the president with the advice and consent of the Senate. Their terms last five years and are staggered so that one commissioner's term ends on June 5 of each year. The chairman and commissioners may continue to serve approximately 18 months after terms expire if they are not replaced before then. The president also designates one of the commissioners as chairman, the SEC's top executive. |
| Compensation | Chairman: Level III $170,400 (5 U.S.C. § 5314)  Commissioner: Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | The SEC is an independent regulatory and enforcement agency; however, historically the Chairman has worked closely with various White House offices. |
| **RESPONSIBILITIES** | |
| Management Scope | The SEC has a budget of $1.8 billion in support of 5,196 positions and 4,870 full-time-equivalents (FTEs) to support the agency’s mission. Under the current structure, the chairman has more than 20 direct reports and is responsible for setting the budget and managing the leadership agenda of the organization.  The SEC’s headquarters are in Washington, D.C., and the agency has 11 regional offices throughout the country. The regional offices are responsible for investigating and litigating potential violations of the securities laws. The offices also have examination staff, who inspect regulated entities such as investment advisors, investment companies and broker-dealers. |
| Primary Responsibilities | * Enforces federal securities laws and the regulation of the securities industry * Sets the agency’s enforcement policy * Shapes SEC action in other important divisions and offices of the agency including:   + Corporation Finance Division (disclosure filings)   + Division of Trading and Markets (oversees exchanges, broker/dealers)   + Division of Investment Management (oversees asset management industry)   + Division of Risk, Strategy, and Financial Innovation (This is where the economists reside. It has been diminished by the current chairman but should be reinvigorated)   + Office of Compliance Inspections and Examinations * Develops and manages a transparent and accountable regulatory process that imposes rigorous, consistent economic analysis to determine the economic impacts of proposed rulemakings, including effects on growth and net job creation * Coordinates with international regulators as a member of the International Organization of Securities Commissions, and provides training assistance * Serves as a member of the Financial Stability Oversight Council created by Dodd-Frank |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * No more than three commissioners belonging to the same political party * Broad experience, preferably from industry, with regard to financial regulation and markets * Management experience, especially in a public-sector setting * Sound political instincts and negotiation and interpersonal skills to attain support among a majority of the commissioners as well as manage relationships on Capitol Hill * Fortitude to deal with significant and consistent pressure from interest groups, including unions (generally through pension funds), investor advocates, the media, Congress and current and former SEC staff |
| Competencies | * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies; able to set the agenda for the organization * Results Orientation: drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * Team Leadership: can focus, align and build effective groups * Collaboration & Influencing: works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| Mary L. Schapiro (2009 – 2012): EO of the Financial Industry Regulatory Authority (FINRA); Chairman and CEO of the National Association of Securities Dealers, which was renamed FINRA | |
| Christopher Cox (2005 – 2009): Representative for California’s 48th District in the House of Representatives; Senior Associate Counsel in the White House of President Ronald Reagan | |
| William H. Donaldson (2003 – 2005): Chairman, President, and CEO of Aetna, Inc; Chairman and Chief Executive of the New York Stock Exchange | |

POSITION DESCRIPTION

# Commissioner, social security administration

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | To deliver Social Security services that meet the changing needs of the public, assign Social Security numbers to U.S. citizens, maintain earnings records for workers under their Social Security numbers and administer the Supplemental Security Income Program |
| Position Overview | The commissioner of the Social Security Administration is responsible for the exercise of all powers and discharge of all duties of the agency, including authority and control over all personnel and programmatic activities of the agency. The commissioner shall consult with the secretary of Health and Human Services on an ongoing basis to ensure the coordination of the programs administered by the Social Security Administration as described in section 701 of the Social Security Act, with the programs administered by the secretary under titles XVIII (Medicare) and XIX (Medicaid) of this act; and that adequate information concerning benefits under Titles XVIII and XIX is available to the public. |
| Compensation | Level I $205,700 (5 U.S.C. § 5312) |
| Position Reports to | Independent agency |
| **RESPONSIBILITIES** | |
| Management Scope | The Social Security Administration has a total budget authority of $12.2 billion and a workforce of approximately 63,000 employees worldwide. |
| Primary Responsibilities | * Manages the agency; oversees the complex administration of significant program payments * Works with oversight committees to deliver mandated reports including annual performance reports, budget plans and the agency’s strategic plan (every four years); coordinates the release of the annual report on the financial health of the Social Security Trust Funds with the Social Security Board of Trustees * Serves as the public face of the Social Security program; communicate with multiple stakeholders, including other agencies and advocacy groups * Charts a clear path for the agency’s future to ensure the efficient and effective use of taxpayer dollars |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Knowledge of Social Security policy issues * Experience managing a large organization and budget * Understanding of data and analytics to be able to forecast the impact of proposed policy changes * Prior government experience and commitment to public service (preferred) |
| Competencies | * Process orientation and customer service mindset to ensure the Social Security Administration’s work to get payments to intended recipients is carried out efficiently and effectively * Strong interpersonal and communication skills to be able to work with internal and external stakeholders at all levels (including employees union) and to communicate clearly to the agency’s customers * Ability to think analytically and strategically to ensure the efficiency of the agency’s operations, assuring the effective use of taxpayer dollars * Ability to be open and transparent, and maintain exposure; this is a public-facing role with significant media exposure as well as oversight * Ability to negotiate and reach a compromise * High level of integrity * Ability to create an innovative workplace to improve program effectiveness |
| **PAST APPOINTEES** | |
| Carolyn W. Colvin (February 2013 – present): Special Assistant to the Secretary, Maryland Department of Transportation; Chief Executive Officer, Amerigroup Community Care; Director, Montgomery County Department of Health and Human Services | |
| Michael J. Astrue (February 2007 – February 2013): General Counsel, Department of Health and Human Services; General Counsel, Biogen; Chief Executive Officer, Transkaryotic Therapies, Inc. | |
| Linda S. McMahon (Acting, January 2007 – February 2007): Deputy Commissioner for Operations, Social Security Administration; Regional Commissioner, San Francisco Region, Social Security Administration; Director, California Department of Social Services; Associate Commissioner for Family Assistance, Social Security Administration | |
| Jo Anne B. Barnhart (November 2001 – January 2007): Member, Social Security Advisory Board; Assistant Secretary for Children and Families, Department of Health and Human Services; Staff Director, Senate Committee on Governmental Affairs; Associate Commissioner for Family Assistance, Social Security Administration | |

POSITION DESCRIPTION

# assistant secretary for intelligence and research, Department of state

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| **OVERVIEW** | |
| Senate Committee | Intelligence |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The Assistant Secretary for Intelligence and Research serves as the principal intelligence advisor to the secretary and other State Department principals. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. In 2008, the Bureau for Intelligence and Research had about 350 employees and a budget of about $65 million. |
| Primary Responsibilities | * Serves as the principal intelligence advisor to the Secretary and other State Department principals * Serves as head of the intelligence community element in the department. * Coordinates and supervises all intelligence-related activities in the department and represents the department within the intelligence community, serving as the department’s primary liaison with the director of national intelligence and other agencies of the intelligence community * Oversees one of the intelligence community’s primary all-source analytics unit that provides independent analysis of events to department and other national security policymakers, and ensures that intelligence activities support foreign policy and national security goals * Serves as the focal point in the department for facilitating policy review of sensitive operational, counterintelligence and law-enforcement activities. * Manages the Bureau of Intelligence and Research * Coordinates closely with the six regional assistant secretaries, the Assistant Secretaries for Arms Control and International Security, the assistant Secretary for Diplomatic Security, the Coordinator for Counterterrorism, the Assistant Secretary for International Narcotics and Law Enforcement * Liaises government-wide with the Director of National Intelligence and with senior officials at the White House and other departments and agencies * Analyzes geographical and international boundary issues * Represents the agency in the intelligence community. * Plays an important role in cyber intelligence-related activities. |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Extensive leadership and managerial experience * Senior-level executive experience in the intelligence community a plus * Prior State Department experience a plus * Substantive background in a major regional (China, Middle East, Russia, for example) or functional (proliferation, counterterrorism, military analysis, technology analysis, for example) area is advantageous |
| Competencies | * Strong interpersonal and communication skills * Ability to remain calm and work under high pressure * Ability to handle sensitive matters * Ability to make recommendations in the face of ambiguous and conflicting information * Good judgment and a high level of discretion and integrity |
| **PAST APPOINTEES** | |
| Daniel B. Smith (2014 to present) - Ambassador to the Hellenic Republic (Greece); Executive Secretary, State Department; Principal Deputy Assistant Secretary for Consular Affairs; Deputy Executive Secretary, State Department | |
| Philip S. Goldberg (2010 to 2013) - Coordinator for Implementation of UNSC Resolution 1874 on North Korea; Ambassador to Bolivia; Chief of Mission, Pristina, Kosovo; Deputy Chief of Mission, Santiago, Chile; Acting Deputy Assistant Secretary of State for Legislative Affairs | |
| Randall M. Fort (2006 to 2009) - Director of Global Security for Goldman Sachs; Chief of Staff to the President and co-Chief Operating Officer of Goldman Sachs; Director of Special Projects at TRW, Inc. for two of the corporation’s Space and Defense operating groups; Deputy Assistant Secretary of State for Intelligence; Special Assistant for National Security at the Department of the Treasury (head of intelligence) | |
| Thomas Fingar (2004 to 2005) - Principal Deputy Assistant Secretary; Deputy Assistant Secretary for Analysis; Director of the Office of Analysis for East Asia and the Pacific; Chief of the China Division, State Department | |

POSITION DESCRIPTION

# Assistant Secretary for Legislative Affairs, Department of state

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary of State is the president’s principal foreign policy advisor. |
| Position Overview | The Assistant Secretary coordinates legislative activity and matters for the department and advises the Secretary and other department principals on legislative strategy. This individual is the department’s principal point of contact with Congress and facilitates effective communication between the department and members of Congress and their staffs. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | The State Department had $26,498 million in outlays in fiscal 2015, and 10,068 total employment in fiscal 2014. The Bureau of Legislative Affairs is headed by the Office of the Assistant Secretary and three deputy assistant secretaries. |
| Primary Responsibilities | * Serves as an important advisor to the Secretary * Acts as the “diplomat to Congress” for the Department of State * Educates Congress on what the Department of State does and why it matters, and vice versa * Works closely with authorizing, appropriations and oversight committees and with individual members who have an interest in department or foreign policy issues * Manages testimony before congressional hearings, organizes member and staff briefings and facilitates congressional travel for members and staff throughout the year * Reviews proposed legislation and foreign policy statements * Seeks passage of foreign policy legislation and appropriations, and obtains advice and consent to treaties and confirmation of the president's nominees * Manages the Bureau of Legislative Affairs and coordinates closely with the six regional assistant secretaries, the legal advisor, the assistant secretary for public affairs, the director of budget and planning, and with senior officials at the White House and other departments and agencies |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Has a true and timely understanding of how Congress works * Possesses strong congressional relationships * Is management focused * Has knowledge of foreign policy * Understands politics as well as policy * Understands the appropriations process * Has a record of working with both Republicans and Democrats |
| Competencies | * Strong public speaking and negotiating skills * Can work across agencies and understands cross-team dynamics * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Julia Frifield (October 2013 to present) – Chief of Staff to Senator Barbara Mikulski; Senator Mikulski’s Legislative Director and Legislative Assistant with a focus on foreign policy; Legislative Assistant for Senator Harris Wofford | |
| David S. Adams (August 2011 to June 2013) – Deputy Assistant Secretary of State for House Affairs; served for 24 years on the staff of Gary L. Ackerman, a member of the United States House who sat in the House Foreign Affairs Committee | |
| Richard Rahul Verma (2009 to 2011) – Senior National Security Advisor to the Senate Majority Leader, Harry Reid; worked in the House of Representatives for longtime Chairman of the Defense Appropriations Committee, Jack Murtha; veteran of the Air Force, where he served on active duty as a Judge Advocate; a country director for the National Democratic Institute for International Affairs in Eastern Europe | |

POSITION DESCRIPTION

# Chief Financial Officer, Department of State

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The mission of the CFO is to advise the secretary on all aspects of budget, grants, financial management and acquisition and to provide for the direction of these activities throughout the department. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. The CFO oversees the financial management of the entire department. |
| Primary Responsibilities | * Develops and maintaining integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions as well as managing, training and providing policy guidance and oversight of these personnel and their activities * Implements agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Develops budgets that support all agency missions * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes the lead role in enterprise risk management |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and OMB via the CFO Council * Knowledge of, and relationships with, Congress, or ability to develop them |
| **PAST APPOINTEES** | |
| James L. Millette (2012-present) – Deputy Assistant Secretary for State Programs, Operations, and Budget, DOS; Senior Policy Advisor to the CFO, DOS; Director of Resources for the Foreign Buildings Program in the Bureau of Administration, DOS | |
| Bradford Higgins (2006-2009) – Chief/Director of Planning to the U.S. Mission’s reconstruction management office in Baghdad; Chief Financial Officer to the Coalition Provisional Authority in Iraq; Co-Director of the joint civil-military strategic planning group in Iraq; Director of Strategic Performance and Assessment office for the U.S. Mission in Iraq; Senior advisor to the U.S. Ambassador in Iraq | |
| Christopher Bancroft Burnham (2002-2005) – Chief Executive Officer of PIMCO’s Columbus Circle Investors; Vice-Chairman of PIMCO’s mutual fund group; Treasurer of Connecticut; investment banker with Credit Suisse First Boston and Advest Corporate Finance; elected to the Connecticut House of Representatives three times, and served as assistant minority leader; 23-year veteran of the United States Marine Corps Reserve | |

POSITION DESCRIPTION

# Deputy Secretary for management and resources, Department of State

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The Deputy Secretary for Management and Resources serves as chief operating officer of the department. The Deputy Secretary also serves as principal advisor 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. The Director of the Office of Small and Disadvantaged Business Utilization reports directly to the Deputy Secretary on small business policies and activities. However, as chief operating officer, the Deputy Secretary will manage people from all over the organization. |
| Primary Responsibilities | * Executes 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 * Works with peers in other agencies, OMB, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the Secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services in an effective and efficient manner with integrity * Develops and manages complementary internal management processes that coordinate across programs * Represents the Secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups and others * Oversees internal Government Performance and Results Act processes * Works closely with the Secretary, Chief of Staff and CXOs * Advises the Secretary on the department's participation in the National Economic Council and interagency economic policy matters * Provides final recommendations to the Secretary on senior personnel appointments |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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 taking charge when leading and managing the agency, 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 | |

POSITION DESCRIPTION

# Deputy Secretary of state, Department of State

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The Deputy Secretary is the principal deputy in the department of State and alter ego to the Secretary, serving as Acting Secretary in the Secretary’s absence. The incumbent is principal advisor to the Secretary and assists in the formulation and conduct of all U.S. foreign policy, playing a senior role in international affairs and diplomatic relations. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | The Deputy Secretary assists the Secretary in the administration of the Department of State and has traditionally been entrusted with significant management responsibilities. In fiscal 2015, the department had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. |
| Primary Responsibilities | * Serves as the principal deputy in the Department of State and alter ego to the Secretary, serving as Acting Secretary in the Secretary’s absence * Serves as the principal advisor to the Secretary and assists in the formulation and conduct of all U.S. foreign policy, playing a senior role in international affairs and diplomatic relations * Facilitates the execution of the Secretary’s authority and responsibility for the overall direction, coordination and supervision of interdepartmental activities of the U.S. government overseas * Attends meetings of the National Security Council (NSC) and guides the department’s participation in the NSC system. * Assists the Secretary in representing the United States at international meetings, serving as a liaison with the Washington diplomatic corps and visiting senior foreign officials * Assists the Secretary in performing other representational assignments and testifying before congressional committees * Works closely with senior officials from other national security and foreign affairs departments and agencies, and provides final recommendations to the Secretary on senior personnel appointments |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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) |
| Competencies | * Public relations and speaking abilities * Strong negotiating skills * High level of energy for extensive foreign travel and interactions * 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 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) – Undersecretary 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; 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 | |

POSITION DESCRIPTION

# Legal adviser, Department of state

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary of State is the president’s principal foreign policy advisor. |
| Position Overview | The Office of the Legal Adviser furnishes advice on all legal issues, domestic and international, arising in the course of the department work. This includes assisting department principals and policy officers in formulating and implementing the foreign policies of the United States, and promoting the development of international law and its institutions as a fundamental element of those policies. |
| Compensation | Level IV $160,300(5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. The Legal Advisor’s Office is composed of approximately 175 permanent attorneys and 100 support staff, including paralegal specialists, treaty analysts and general administrative personnel. Although the majority of staff are stationed in Washington, D.C., attorneys from the office also fill the legal counsel and deputy attorney positions at U.S. missions in Geneva and The Hague, and the legal counsel positions at U.S. missions to the European Union in Brussels and the United Nations in New York. On occasion, the office provides attorneys for other overseas posts. |
| Primary Responsibilities | * Serves as the department’s general counsel * Furnishes advice on all legal issues, domestic and international, arising in the course of the department's work * Assists department principals and policy officers in formulating and implementing U.S. foreign policy and promoting adherence to, and development of, international law * Works with department officials on legislative initiatives and drafts, and interpret domestic statutes, departmental regulations, executive orders and other legal documents * Oversees the Office of the Legal Adviser and the work of attorneys who negotiate, draft and interpret international agreements and who represent or assist in representing the United States before international tribunals, domestic courts, the Foreign Service Grievance Board, the Merit Systems Protection Board, the Equal Opportunity Employment Commission and the Board of Contract Appeals * Works closely with department principals, congressional and White House staff members, and senior officials at other departments and agencies |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career of at least a decade * Leadership and management experience * Substantive expertise in domestic and international law * Effective public relations and speaking abilities * Proven negotiating skills * High level of energy for extensive foreign travel and interactions * Ability to work under high pressure * Ability to handle sensitive matters |
| Competencies | * Strategic Orientation*:* demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies * Results Orientation: demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously; strong work ethic and a track record of producing high-quality work under deadline pressures * Team Leadership: experience effectively managing large staff of legal and administrative support professionals * Collaboration & Influencing*:* proven track record of creating and managing relationships with peer executives inside the organization, outside counsel, and third parties and institutions. |
| **PAST APPOINTEES** | |
| Brian Egan (2016 – present) Legal Adviser to the National Security Council and Deputy Assistant to the President; Assistant General Counsel for Enforcement and Intelligence at the Department of the Treasury; Deputy Legal Adviser to the National Security Staff | |
| Mary McLeod (Acting) (2013 – 2016) Legal Adviser to the U.S. Mission at the United Nations; Assistant Legal Adviser for Political-Military Affairs; Assistant Legal Adviser for Eastern Asia and Pacific Affairs | |
| Harold Hongju Koh (2009 – 2013) 15th Dean of Yale Law School; Assistant Secretary of State for Democracy, Human Rights and Labor; Professor of Law at Yale Law School | |

POSITION DESCRIPTION

# UnderSecretary for Arms Control and International Security, Department of State

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The Undersecretary of State for Arms Control and International Security serves as senior advisor to the President and the Secretary of State for Arms Control, Nonproliferation and Disarmament. In this role, he or she leads the interagency policy process and manages global U.S. security policy in the areas of nonproliferation, arms control, regional security and defense relations, and arms transfers and security assistance. The role also entails overseeing the negotiation, implementation and verification of international arms control and security agreements. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary and Deputy Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. Three bureaus (Bureau of Arms Control, Verification, and Compliance; Bureau of International Security and Nonproliferation; and Bureau of Political-Military Affairs) report to the undersecretary along with an immediate staff of approximately 10 people. |
| Primary Responsibilities | * Serves as principal policy advisor to the President and the Secretary on all matters concerning arms control, nonproliferation and disarmament matters * Oversees the negotiation, implementation and verification of international agreements in arms control and international security * Directs and coordinates export control policies and policies to prevent missile, nuclear, chemical, biological and conventional weapons proliferation * Leads the interagency policy process on nonproliferation and manages global U.S. security policy, principally in the areas of nonproliferation, arms control, regional security and defense relations, and arms transfers and security assistance under the authority of the Foreign Assistance Act, Arms Export Control Act and related legislation * Integrating and prioritizing the full range of arms control, nonproliferation and international security issues, such as coordinating diplomatic and international efforts related to such policies and programs and exercising various authorities related to the imposition of proliferation sanctions as required by U.S. law * Testifies before congressional committees and appears in the media * Reconciles policy differences among assistant secretaries before presenting unified proposals to the secretary and deputy secretaries * Coordinates closely with senior officials from other national security departments and agencies |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Substantive expertise in international security affairs * Effective public relations and speaking abilities * Highly resilient in navigating complex, interdependent relationships * High level of energy for extensive foreign travel and interaction, often without advance notice and for extended periods of time * Close working relationship with the Department of Defense, congressional committees and other agencies such as the Departments of Energy and Homeland Security and the CIA |
| Competencies | * Collaboration: Must have the ability to effectively drive consensus and work with peers, partners, superiors and those not in the line of command: should have the ability to create and maintain diverse relationships that facilitate consensus-building and collaborative decision-making * Influencing: must have the ability to facilitate collaboration and accomplish goals, even without having direct authority; should be able to reassess and renegotiate as necessary * Proven Negotiation Skills: must have the ability to use interpersonal and business skills to drive results, including policy improvements and treaty negotiations; should have a proven track record of improving processes and policies through a focus on achieving set goals * Global Mindset and Perspective: must be able to view decisions through multiple, diverse points of view; must have the ability to engage and collaborate with groups with varying perspectives and backgrounds; must consider the cultures of others in day-to-day activities |
| **PAST APPOINTEES** | |
| Rose Gottemoeller (2012 – present): Assistant Secretary of State for the Bureau of Arms Control, Verification and Compliance; Director of the Carnegie Moscow Center; Deputy Undersecretary of Energy for Defense Nuclear Nonproliferation | |
| Ellen Tauscher (2009 – 2012): Congresswoman, California; Democratic Party fundraiser and campaign coordinator | |
| John Rood (2007 – 2009): Assistant Secretary for Arms Control and International Security; Special Assistant to the President for Counterproliferation Strategy (NSC); Deputy Assistant Secretary for Forces Policy (DOD) | |
| Robert Joseph (2005 – 2007): U.S. Special Envoy for Nuclear Nonproliferation; Chief Negotiator to Libya; Office of the Assistant Secretary of Defense for International Security Affairs; Office of the Undersecretary of Defense for Nuclear Policy | |
| John Bolton (2001 – 2005): Assistant Secretary for International Organization; Assistant Attorney General (DOJ); General Counsel (USAID); think tank career | |

POSITION DESCRIPTION

# undersecretary for management, Department of state

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | The Department of State is the lead institution for the conduct of American diplomacy and the secretary is the president’s principal foreign policy advisor. |
| Position Overview | The Undersecretary for Management is responsible for the people, resources, facilities, technology and security of the department. The Undersecretary serves as one of the Secretary‘s principal advisors on management issues and on all matters involving allocation of department operating resources, including forward planning and control of positions, funds and other worldwide department resources in support of U.S. foreign policy objectives. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary and Deputy Secretary of the Department of State |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of State had $26,498 million in outlays, and in fiscal 2014 it had 10,068 total employment. The following bureaus and offices report to the undersecretary for management:   * Bureau of Administration * Bureau of Budget and Planning * Bureau of the Comptroller and Global Financial Services * Bureau of Consular Affairs * Bureau of Diplomatic Security * Bureau of Human Resources * Bureau of Information Resource Management * Bureau of Overseas Buildings Operations * Director of Diplomatic Reception Rooms * Foreign Service Institute * Office of Management Policy, Rightsizing, and Innovation * Office of Medical Services * Office of White House Liaison   The chief financial officer serves as a core member of the Undersecretary‘s senior management team. As is customary in the department, much of the management responsibilities can be delegated to assistant secretaries or principal deputy assistant secretaries as appropriate. |
| Primary Responsibilities | * Serves as a principal advisor to the Secretary on all matters involving the allocation of management resources in support of the President's foreign policy objectives. * Oversees all matters in the department relating to administration, consular affairs, security, personnel, resource management, financial operations, IT and information security, training and health * Reconciles policy differences among assistant secretaries before presenting unified proposals to the Secretary and Deputy Secretaries * Coordinates closely with the Office of Management and Budget as well as senior officials from other departments and agencies * Develops and executes management policies and directs global programs, including control and authority over the Foreign Service personnel system and department positions, operational funding, and other department resources worldwide * Assists the Secretary in representing the United States at international meetings, performing other representational assignments and presenting the department's position before congressional committees * Assesses the resource, security and strategic goals related to the U.S. government’s presence abroad to ensure the correct amount of people and resources are in place worldwide * Increases the efficiency and effectiveness of the people, facilities and systems used to implement U.S. foreign policy * Represents the department on the President's Management Council and implements the President's Management Agenda, which is designed to make government more citizen-centric, effective and efficient * Improves the environmental sustainability of the State Department’s facilities and operations |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong management and operations skills * Substantive expertise in international affairs * International experience and exposure * Knowledge of executive-legislative process |
| Competencies | * Ability to deal with multiple issues concurrently |
| **PAST APPOINTEES** | |
| Patrick F. Kennedy (2007 to present) - Director, Office of Management Policy, Rightsizing, and Innovation; Deputy Director of National Intelligence for Management; Transition Team Head, Office of the Director of National Intelligence | |
| Henrietta Fore (2005 to 2007) - Director of the United States Mint, Department of Treasury; Board Member, International Youth Foundation; Board Member, World Economic Forum Global Agenda Council on Poverty and Development Finance | |
| Grant Green Jr. (2001 to 2005) - Chairman, Global Marketing and Development Solutions; Assistant Secretary of Defense, Manpower; Special Assistant to President Reagan for National Security Affairs; Executive Secretary, National Security Council | |

POSITION DESCRIPTION

# Assistant Secretary for Governmental Affairs, 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 Assistant Secretary for Governmental Affairs is the principal advisor to the Secretary, Deputy Secretary and senior staff with respect to legislative affairs, congressional relations and policy matters affecting federal, state and local governments, and public and private interest groups. The office is responsible for coordinating congressional and intergovernmental relations activities involving modal (modes of transportation) offices to ensure the effective and accurate presentation of the department’s views. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Department of Transportation |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DOT had $75,425 million in outlays and 53,822 total employment. The office provides coordination and oversight for congressional and intergovernmental activities for 10 agencies and the secretary’s office |
| Primary Responsibilities | * Supervises and coordinates all legislative and non-legislative relationships between the department and Congress * Coordinates the presentation of the department’s legislative and budget programs to Congress, including coordinating and overseeing congressional activities of the agencies within the department * Monitors and responds to the DOT-related activities of the department’s congressional oversight, authorizing and appropriations committees * Serves as the principal departmental advocate before Congress for DOT’s legislative initiatives and other legislative matters, ensuring all testimony and responses to congressional inquiries are consistent with the secretary’s and the administration’s views * Provides advice and support to regional representatives of the Secretary * Ensures effective communication and coordination with other federal agencies, state and local governments, and national intergovernmental organizations * Cultivates and enhances relations with national and local organizations, public and private groups, and state organizations to promote DOT policies * Cooperates with the general counsel, transportation policy and modal offices in developing the department’s position on all relevant legislative matters |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Knowledge/experience in transportation policy * Strong and effective congressional relationships and understanding of congressional/legislative processes * Strong and effective state/local relationships and understanding of state transportation challenges * Effective relationships and respect within the highway, air, transit and other elements of the U.S. transportation industry * Understanding of politics as well as policy * Understanding of the authorization process * Record of working with both Republicans and Democrats |
| Competencies | * Ability to forge strong congressional relationships necessary * Ability to establish positive relationships with coworkers and external stakeholders * Strong interpersonal and communication skills |
| **PAST APPOINTEES** | |
| Dana Gresham: 2009-Present. Obama-Biden Presidential Transition Team; Congressional Relations staff; Chief of staff for Representative Artur Davis (D-Ala.); Legislative Assistant and Legislative Director for Representative Bud Cramer (D-Ala.); Staff assistant for Representative Eva Clayton (D-N.C.) | |
| Roger Karr: 2006-2008. Deputy Chief of Staff for the Department of Transportation; Deputy Assistant Secretary of Transportation for Governmental Affairs; Manager for Regulatory Affairs for the American Association of Airport Executives; Legislative Assistant for American Airlines | |
| Sean O’Halleran: 2001-2003. Director of Washington Affairs for Tax and Environment at the Union Pacific Corporation; Senate Appropriations Committee as a member of the professional staff; Personal staff of Senator Mark Hatfield (R-Ore.) | |

POSITION DESCRIPTION

# Assistant secretary for budget and programs, 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 Chief Fiinancial Officer and Assistant Secretary for Budget and Programs at the Department of Transportation (DOT) leads the teams responsible for providing sound budget development, disciplined performance review, rigorous financial management and responsible credit administration for the department. This includes a range of functions, such as leading the department’s efforts to support formulation of the president’s budget; engaging in financial management; serving as the key fiscal advisor to the secretary; and serving as the vice chair of DOT’s Credit Council, which sets the department’s credit policies and oversees credit and financing programs, including recommending the approval or disapproval of financing support for specific projects. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Department of Transportation |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DOT had $75,425 million in outlays and 53,822 total employment. DOT's budget, performance and financial management activities are overseen by the office of the chief financial officer and the assistant secretary for budget and programs. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, as well as managing, training and providing policy guidance and oversight of these personnel and their activities * Implements agency asset management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Develops budgets that support all agency missions * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes the lead role in enterprise risk-management * Serving as the vice chair of the department’s Credit Council. * Oversees the Transportation Infrastructure Finance and Innovation Act (TIFIA) program and the TIFIA Joint Program Office on behalf of the secretary, including evaluating individual projects and providing overall policy direction and program decisions for the TIFIA program |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers (CFO), under/assistant secretaries for administration/management, as well as other CFOs and the Office of Management and Budget via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Shoshana M. Lew (2015-present) – Deputy Assistant Secretary for Policy at DOT; Senior Advisor in the Bureau of Ocean Energy Management supporting the reorganization of offshore oversight functions within the Department following the Deepwater Horizon oil spill; Senior Policy Director for Energy and Climate Change at the White House Domestic Policy Council; Policy Advisor to the Deputy Director of the Office of Management and Budget | |
| Chris Bertram (2009-2014) – Senior professional staff member with the Senate Committee on Commerce, Science, and Transportation; Federal Aviation Administration’s Assistant Administrator for Financial Services and Chief Financial Officer; Staff Director for the House’s Subcommittee on Highways and Transit, and in various positions within the Office of Management and Budget | |
| Phyllis Scheinberg (2005-2009) – Director of transportation issues in the Government Accountability Office; senior budget examiner in the Office of Management and Budget | |
| Linda Morrison Combs (2004-2005) – Chief Financial Officer at the Environmental Protection Agency | |
| Donna Rae McLean (2001-2004) – Assistant Secretary of the Federal Aviation Administration; professional staff member of the House’s Transportation and Infrastructure Committee; worked within the Office of Management and Budget | |

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 (DOT) chief operating officer, responsible for day-to-day operations of the 10 modal administrations and the work of more than 55,000 DOT employees nationwide and overseas. The Deputy Secretary assists the Secretary in the discharge of his or her responsibilities, with authority to act for him or her 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 $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of the Department of Transportation |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DOT had $75,425 million in outlays and 53,822 total employment. The secretary’s office had 1,185 FTE. However, as chief operating officer, the Deputy Secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Oversees 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 * Stimulates technological advances in transportation and transportation safety. * Executes 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 * Works with peers in other agencies, the Office of Management and Budget, stakeholders (like local or state governments) and, at times, Congress * Resolves interagency conflict * Serves as a key advisor to the secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments, trade groups and others * Oversees internal Government Performance and Results Act processes * Works closely with the Secretary, Chief of Staff and CXOs |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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 taking charge when leading and managing the agency, 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 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 | |

POSITION DESCRIPTION

# General Counsel, 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 General Counsel serves as the chief legal officer of the department, with final authority on questions of law. The General Counsel is the legal advisor to the Secretary and is responsible for the supervision, coordination and review of the legal work of the almost 500 lawyers throughout the Department of Transportation (DOT). The General Counsel is responsible for the Office of Aviation Consumer Protection and Enforcement, and also coordinates the department's legislative efforts, regulatory program and involvement in legal proceedings before other agencies, as well as various operational and international legal matters. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Department of Transportation |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, DOT had $75,425 million in outlays and 53,822 total employment. As one of the top four policy officials in the department, the General Counsel is responsible for the supervision, hiring, coordination and review of the legal work of more than 500 lawyers throughout the department and its 10 operating divisions. The immediate Office of the General Counsel (OGC) includes approximately 90 lawyers, analysts and administrative professionals. |
| Primary Responsibilities | * Has responsibility for all legal services performed within and involving the department and is the final authority on legal services performed within the department and on all matters arising within or referred to the department * Coordinates the department’s entire regulatory program—no proposed rulemakings from any DOT agency can be submitted to the secretary for approval without prior signoff of the general counsel * Manages and directs the chief counsels of the 10 operating administrations and oversees the offices of the chief counsels who support the operating administration’s leadership * Provides professional supervision, including coordination and review, over the legal aspects of legislative matters arising in or referred to the department, including the drafting of legislation and assistance with its enactment * Has responsibility for the Office of Aviation Consumer Protection and Enforcement * Coordinates the department’s involvement in all litigation matters as well as in legal proceedings before other agencies * Provides legal support for various operational and international legal matters, including international aviation agreements * Works with the Civil Division of the Department of Justice on litigation involving the department * Has responsibility for safeguarding the integrity of the decision-making process within DOT and its 10 operation agencies, and promoting compliance with all applicable laws * Provides staff advice and assistance to the secretary in his or her exercise of authority relative to the assignment of geographic areas to time zones * Serves on the Credit Council for various DOT federal loan programs * Testifies on occasion before Congress about DOT policies, programs and actions |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * High degree of demonstrated competence as a legal practitioner * Strong background in administrative law and/or infrastructure financing, or as a litigator familiar with transportation industries * Senior legal counsel/general counsel or related experience with large organization(s) with complex national and international interests * Track record of implementing institutional reform and fiscal discipline |
| Competencies | * Effective relationships and respect within the highway, air, automotive, pipeline and other elements of the transportation industry in the United States * Capability to build bridges across departments and to collaborate * Relationships with Congress or ability to forge |
| **PAST APPOINTEES** | |
| Molly J. Moran, Acting, 2016-Present: Principal Deputy Associate Attorney General; Acting Assistant Attorney General for the Civil Rights Division; Counselor and Deputy Chief of Staff to Attorney General Eric H. Holder, Jr.; Deputy Assistant Attorney General in the Office of Legal Policy | |
| Kathryn B. Thomson, 2014-2016: Acting General Counsel and Chief Counsel to the Federal Aviation Administration; Principal Advisor to the Secretary of Transportation Ray LaHood on energy, climate and environmental matters; Private practice in Washington, D.C. advising on civil and criminal litigation, compliance, regulatory advocacy with a focus on energy generation and hazardous materials transportation issues | |
| Robert Rivkin, 2009-2013: Vice President and Deputy General Counsel of Aon Corporation; General Counsel of the Chicago Transit Authority; partner at the Chicago law firm now known as Schiff Hardin, L.L.P. | |
| David James (DJ) Gribbin IV, 2007-2008: Division Director, Macquarie Holdings, Inc.; Chief Counsel, Federal Highway Administration; Director, Public Sector Business Development, Koch Industries; Director, Government Affairs, Koch Industries | |
| Jeffrey Rosen, 2003-2006: Senior partner at Kirkland & Ellis, LLP, where his practice had principally involved complex business litigation involving contracts, antitrust, securities, RICO, business torts, product liability (including class actions), and government enforcement actions, sometimes involving companies in the transportation industry; co-head of the firm’s DC office; member of the firm’s worldwide management committee | |

POSITION DESCRIPTION\*\*\*

# Chief financial officer, Department of the Treasury

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Treasury Department is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | The Assistant Secretary for Management (ASM), Chief Financial Officer (CFO) and Chief Performance Officer (CPO) is the principal policy advisor to the Secretary and Deputy Secretary on the development and execution of the budget for the Department of the Treasury and the internal management of the Department and its bureaus. CFOs also play a crucial government-wide role. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Department of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | The CFO oversees the financial management of the entire department. In fiscal 2015, the department had $485,623 million in outlays and 84,050 total employment. The ASM/CFO/CPO also serves as the director of the Office of Small and Disadvantaged Business Utilization. |
| Primary Responsibilities | * Develops and maintains integrated accounting and financial management systems * Oversees the recruitment, selection and training of personnel to carry out agency financial management functions, manages, trains and provides policy guidance and oversight of these personnel and their activities * Implements agency asset-management systems, including systems for cash management, credit management, debt collection, and property and inventory management and control * Develops budgets that support all agency missions * Manages the financial execution of the agency budget and actual expenditures * Provides financial and performance reports to staff, overseers and stakeholders * Ties the budget and performance to outcomes * Takes the lead role in enterprise risk-management |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong background in federal financial management * Executive leadership experience * Experience working in a large organization * Risk-management experience * Knowledge of the department’s functions and policies * Knowledge of federal budget formulation * Familiarity with cyber technology a plus * Background in data analytics a plus |
| Competencies | * Ability to collaborate with the chief information officers, under/assistant secretaries for administration/management, as well as other CFOs and the Office of Management and Budget via the CFO Council * Knowledge of, and relationships with, Congress or ability to develop them |
| **PAST APPOINTEES** | |
| Kody Kinsley (2016-present) – Served in several roles in the Treasury prior to his appointment; Policy Analyst with the White House Domestic Policy Council; Director of Policy and Program Support at the District of Columbia Department of Health and Human Services | |
| Brodi Fontenot (2015-2016) – Assistant Secretary for Administration, Chief Human Capital officer, and Senior Sustainability Officer for the Department of Transportation; Deputy Assistant Secretary for Management and Budget at the DoT; staff member of the Senate Budget Committee | |
| Dan M. Tangherlini (2009-2013) – Washington, DC’s City Administrator and Deputy Mayor; Director of the District of Columbia Department of Transportation; Interim General Manager, Washington Metropolitan Area Transit Authority; CFO, Metropolitan Police Department; Worked in the Policy Office of the Secretary of Transportation; worked in a variety of capacities during six years of service with the Office of Management and Budget in the Executive Office of the President | |

**POSITION DESCRIPTION**

# deputy undersecretary (assistant secretary) for legislative affairs, Department of the treasury

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Department of the Treasury is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | The Deputy Undersecretary (Assistant Secretary) for Legislative Affairs advises the Secretary on congressional relations in order to assist in the formulation of policy and determining the overall direction of the department. The incumbent serves as the principal contact and coordinator for all department interaction with Congress, the congressional relations offices in the White House and other departments and agencies. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the department had $485,623 million in outlays and 84,050 total employment. The subordinate structure includes five deputy assistant secretaries and approximately 15 employees, plus general oversight for legislative affairs staff in the department’s bureaus. |
| Primary Responsibilities | * Manages the department’s legislative affairs team * Develops strategies to implement legislative initiatives * Works closely with White House Office of Legislative Affairs on implementing the president’s economic agenda * Communicates Treasury’s positions to Congress and facilitates replies to Congress on behalf of the department * Keeps the department informed of congressional objectives, concerns, activities and interests * Monitors the flow of congressional correspondence to ensure accurate and prompt response * Coordinates departmental testimony before congressional committees * Advises the department on congressional concerns during policy and formation * Leads the effort to confirm other presidential appointees in the department |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Hill experience and a comprehensive understanding of how Congress works, particularly around Senate/House leadership and committees of jurisdiction * Strong congressional relationships * Management focused * Understanding of politics as well as policy * Record of working with both Republicans and Democrats * Working understanding of a broad array of financial and economic policy a plus * Executive branch experience a plus |
| Competencies | * Strong public speaking and negotiating skills * Ability to work across agencies and among several different components within the department * Ability to work across party lines |
| **PAST APPOINTEES** | |
| Anne Wall (2015 to present) – Deputy Assistant to the President for Legislative Affairs and Senate Liaison; Special Assistant to the President for Legislative Affairs; Floor Director and Office Counsel, Sen. Dick Durbin | |
| Alastair Fitzpayne (2012 to 2015) – Department of the Treasury Executive Secretary; Department of the Treasury Deputy Chief of Staff; member of the Economics and International Trade Agency Review Team on the Obama-Biden Transition Team assigned to the Department of the Treasury; Legislative Assistant, Sen. Evan Bayh | |
| Kim Wallace (2009 to 2012) – Managing Director and head of the Washington Research Group at Barclays Capital; Managing Director, Lehman Brothers; Legislative Aide for Fiscal Policy, Sen. George Mitchell; Analyst, Senate Budget Committee | |

POSITION DESCRIPTION

# Deputy SecretarY, Department of the treasury

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Department of the Treasury is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | As per the Government Performance and Results Act (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. Statutorily, the Deputy Secretary’s responsibilities are to carry out:   * Duties and powers prescribed by the Secretary * 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 | Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the department had $485,623 million in outlays and 84,050 total employment. As chief operating officer, the Deputy Secretary will manage people from all over the organization, not just those in his or her direct office. |
| Primary Responsibilities | * Executes the President’s and Secretary’s strategic plan for the agency by dealing with the overall operations, managing the individual offices and bureaus, and integrating mission-support functions with program and policy objectives * Works with White House, OMB, other agencies and Congress * Serves as a key advisor to the Secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments and trade groups * Oversees internal Government Performance and Results Act processes * Works 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: The Deputy Secretary travels frequently overseas and interacts 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 or terrorist finance. * 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 | [Depends on the policy priorities of the 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 taking charge when leading and managing the agency, since deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to work on complex issues that arise at the intersection of policy, operations, communications and politics * Ability to establish positive relationships with co-workers and external stakeholders * Ability to forge strong congressional relationships (preferred) |
| **PAST APPOINTEES** | |
| Sarah B. Raskin (2014 to 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 to 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 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 to 2009) – Executive Vice President for Global Public Policy at Time Warner Inc.; Partner at Wilmer Hale; American Ambassador to Germany; Undersecretary 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 to 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 to 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 | |

POSITION DESCRIPTION

# General Counsel, Department of the Treasury

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Department of the Treasury is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | The General Counsel is the chief legal officer for the department and provides legal services for the secretary and all of the department's operating units. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary and Deputy Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | ​In fiscal 2015, the department had $485,623 million in outlays and 84,050 total employment. The Office of General Counsel provides legal and policy advice to the secretary and other senior departmental officials. The General Counsel also is the head of the Treasury Legal Division, a separate bureau within the department that is composed of approximately 2,000 attorneys and 1,500 support staff located in Treasury offices and bureaus. The Office of General Counsel includes two general counsels, four principal assistant general counsels and three principal tax counsels. The Legal Division is made up of the Office of General Counsel and the chief counsels of Treasury’s bureaus, excluding the Office of the Comptroller of the Currency. |
| Primary Responsibilities | * Serves as the chief legal officer of the department and as the senior legal adviser to theSsecretary, the Deputy Secretary and other senior departmental officials * Heads the Treasury Legal Division and, as such, has responsibility for all legal work in the department * Major program areas include banking and finance; enforcement and intelligence; general law, ethics and regulation; international affairs; and tax |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Distinguished legal career * Previous work experience in the federal government as well as the private sector * Proven track record of addressing complex legal matters across a spectrum of issue areas * Significant management experience |
| Competencies | * Strategic Orientation: demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop legal plans and strategies * Results Orientation: demonstrated ability to be proactive, exercise independent judgment and manage multiple projects simultaneously; strong work ethic and a track record of producing high-quality work under deadline pressures * Team Leadership: experience effectively managing large staff of legal and administrative support professionals * Collaboration & Influencing:proven track record of creating and managing relationships with peer executives inside the organization, outside counsel and third parties/institutions |
| **PAST APPOINTEES** | |
| Priya Aiyar (2015 – present) (Acting), Deputy General Counsel at Department of Treasury; Deputy General Counsel at Department of Energy; Deputy Chief Counsel at National Commission on the BP Deepwater Horizon Oil Spill | |
| Christopher Meade, (2012 – 2015), Deputy General Counsel at Department of Treasury; Partner at Wilmer Cutler Pickering Hale & Dorr LLP; Law clerk to Supreme Court Justice John Paul Stevens and to Judge Harry T. Edwards of the Court of Appeals for the DC Circuit | |
| George Madison (2009 – 2012), Executive Vice President and General Counsel at TIAA-CREF; Executive Vice President and General Counsel at Comerica Corporation; Partner at Mayer Brown | |

POSITION DESCRIPTION

# UNDERSECRETARY FOR INTERNATIONAL AFFAIRS, DEPARTMENT OF the TREASURY

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| **OVERVIEW** | |
| Senate Committee | Finance |
| Agency Mission | The Treasury Department is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | Treasury's Office of International Affairs protects and supports U.S. economic prosperity by strengthening the external environment for U.S. growth, preventing and mitigating global financial instability, and managing key global financial challenges.​ |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary and Deputy Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of the Treasury had $485,623 million in outlays and 84,050 total employment. The Undersecretary oversees a staff of roughly 200 people; supervises two assistant secretaries—international finance and international markets and development; has oversight over the U.S. representation to international financial institutions and the respective U.S. executive directors (akin to an ambassador) at the IMF, World Bank and the regional development banks; has oversight of U.S. financial attaches in 10 countries as well as roughly 150 consultants working as technical assistance advisors in more than 40 countries around the world |
| Primary Responsibilities | * Advises on U.S. response to global macroeconomic and financial developments, including debt, currency and energy markets * Serves as the lead for the administration on G7 and G20 financial and macroeconomic issues, as well as the lead negotiator for international coordination of financial regulation through the Financial Stability Board (FSB) and the U.S.-EU dialogues. * Takes the lead on trade and investment negotiations that deal with financial services or capital flows * Monitors regional macroeconomic and financial developments for Europe, Middle East, Western Hemisphere, Asia and Africa * Leads bilateral financial/macroeconomic dialogues, particularly with China, India, the EU, Brazil, Mexico, Japan, Afghanistan and the Middle East * Works closely with international financial institutions where the United States is a shareholder such as the IMF, World Bank and Regional Development Banks (Asia, Africa, Latin America, Eastern Europe) * Sits on the board of Overseas Private Investment Corporation * Chairs the interagency group responsible for examining national security aspects of cross-border investments into the U.S. |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of macroeconomic policies and vulnerabilities that can arise, although it is not necessary that the individual be a Ph.D. in economics * Well-versed in international currency, debt markets and banking systems, as well as the financial regulation of individual institutions * International diplomacy skills and experience * Comfortable serving as the face of the U.S. in the media on international financial and economic issues |
| Competencies | * Strategic Orientation*:* demonstrates complex thinking abilities, incorporating both analytical and conceptual abilities to manage and develop plans and strategies * Results Orientation: drive for improvement of results demonstrated by a track record of substantially enhancing performance or organizations * Team Leadership: can focus, align and build effective groups * Collaboration & Influencing: works effectively with peers, partners and others who are not in the line of command |
| **PAST APPOINTEES** | |
| Nathan Sheets (2014 – present): Global Head of International Economics at Citigroup; Director of International Finance Division at the Federal Reserve Board | |
| Lael Brainard (2009 – 2014): Vice President for Global Economy at Brookings Institution; Deputy National Economic Advisor for President Clinton. | |
| David McCormick (2007 – 2009): Deputy National Security Advisor; Undersecretary of Commerce; President of Ariba Inc. | |

POSITION DESCRIPTION

# UnderSecretary for terrorism and financial Intelligence, Department of the treasury

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| **OVERVIEW** | |
| Senate Committee | Finance jointly with Banking, Housing, and Urban Affairs |
| Agency Mission | The Treasury Department is the executive agency responsible for promoting economic prosperity and ensuring the financial security of the United States. |
| Position Overview | The Undersecretary leads the effort to use financial intelligence and the department enforcement functions to stop financing flows to terrorists and their sponsors, proliferators of weapons of mass destruction (WMD) materials, money launderers, drug kingpins and other national security threats. |
| Compensation | Level III $170,400 (5 U.S.C. § 5314) |
| Position Reports to | Secretary of the Treasury |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the department had $485,623 million in outlays and 84,050 total employment. The Undersecretary oversees the assistant secretaries for terrorist financing and financial crimes, and for intelligence and analysis. The Office of Terrorism and Financial Intelligence (TFI) includes five subordinate offices headed by the two assistant secretaries and three directors. TFI is comprised of approximately 400 employees within the architecture of departmental offices and provides direct oversight for the Financial Crimes Enforcement Network, a bureau with approximately 300 employees. |
| Primary Responsibilities | * ​Marshals the department's intelligence and enforcement functions with the twin aims of safeguarding the financial system against illicit use and combating rogue nations, terrorist facilitators, weapons of mass destruction (WMD) proliferators, money launderers, drug kingpins and other national security threats * Does outreach to law enforcement, regulatory, policy, diplomatic and intelligence communities, as well as the private sector and foreign governments, to identify and address threats to the international financial system * Has responsibility for the receipt, analysis, collation and dissemination of foreign intelligence and foreign counterintelligence information related to the operation and responsibilities of the Department of the Treasury * Provides direct oversight for the Office of Foreign Assets Control, which administers and enforces economic and trade sanctions based on United States foreign policy and national security goals against targeted foreign countries, terrorists, international narcotics traffickers and those engaged in activities related to WMD proliferation; the Executive Office for Asset Forfeiture, which administers a receipt account for the deposit of nontax forfeitures made by certain member agencies; and the Financial Crimes Enforcement Network bureau, which carries out activities to enhance United States national security, deter and detect criminal activity, and safeguard financial systems from abuse by promoting transparency in the U.S. and international financial systems |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Department of Justice (DOJ) background and/or experience with the intelligence community would be valuable * Because the Secretary of Treasury often defers these issues to the Undersecretary, must be able to participate at most senior levels of internal debate |
| Competencies | * Requires capacity for developing strategic approaches while mastering highly technical details |
| **PAST APPOINTEES** | |
| Adam Szubin (2015 to present) (Acting) - Director, Treasury’s Office of Foreign Assets Control; Senior Advisor to the Undersecretary for Terrorism and Financial Intelligence; Chair, Money Laundering Threat Assessment Working Group; Counsel to the Deputy Attorney General | |
| David Cohen (2011 to 2014) - Assistant Secretary of the Treasury for Terrorist Financing; Senior Counsel to the General Counsel, Department of Treasury; Partner, Attorney, Wilmer, Cutler, Pickering, Hale, and Dorr LLP | |
| Stuart Levey (2004 to 2011) - Acting Secretary of the Treasury; Overseer, Office of Terrorist Finance and Financial Crime; Office of Intelligence and Analysis; Financial Crimes Enforcement Network | |

POSITION DESCRIPTION

# Administrator, United States Agency for International Development

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| **OVERVIEW** | |
| Senate Committee | Foreign Relations |
| Agency Mission | To partner to end extreme poverty and promote resilient, democratic societies while advancing our security and prosperity |
| Position Overview | The Administrator for the United States Agency for International Development (USAID) is responsible for overseeing the U.S. government’s largest civilian foreign aid agency. The Administrator works to promote peace and stability by fostering economic growth, protecting human health, providing emergency humanitarian assistance and enhancing democracy in developing countries. In particular, the Administrator directs the formulation of U.S. development programs and authorizes the execution of development assistance agreements with foreign countries and regional organizations. Although technically an independent federal agency, USAID's administrator works under the direct authority and foreign policy guidance of the Secretary of State and in close coordination with the Director of Foreign Assistance. |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of State |
| **RESPONSIBILITIES** | |
| Management Scope | The Administrator oversees USAID operations in 100 developing countries and works in close partnership with private voluntary organizations, indigenous groups, universities, American businesses, international organizations, foreign governments, trade and professional associations, faith-based organizations, and other federal agencies. USAID has working relationships, through contracts and grant agreements, with more than 3,500 companies and more than 300 U.S.-based private voluntary organizations. In fiscal 2015, USAID’s annual budget stood at $35.6 billion, and staff included approximately 3,024 employees. |
| Primary Responsibilities | * Provides economic, development and humanitarian assistance around the world in support of U.S. foreign policy goals * Ensures USAID-funded resources integrate with other democracy, governance, and economic growth and development resources * Leads “USAID Forward,” an extensive set of reforms to USAID's business model, focusing on seven key areas including procurement, science and technology, and monitoring and evaluation * Coordinates closely with other foreign aid agencies across the U.S. government |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Strong communication skills * Excellent knowledge of congressional budget processes and committees * Familiarity working with foreign governments, multilateral organizations, and international media * Substantive expertise in international affairs * Broad understanding of economic development and poverty-reduction programs in developing countries |
| Competencies | * Strategic Orientation: ability to manage and develop plans and strategies to tackle USAID’s key priorities globally; developing the foresight to determine how development and assistance may affect diverse populations; and understanding the needs of local stakeholders before cementing a plan of action * Collaboration & Influencing: ability to work effectively with Congress, the White House, other government agencies and outside stakeholders to achieve results; ability to work with and build alliances with diverse partners (interdepartmental, local and global) to drive agency and U.S. government priorities * Results Orientation: ability to manage competing priorities/mandates while making progress towards USAID’s goals; strong management and operations skills with a focus on driving efficiency and results with taxpayer dollars * Team Leadership: strong ability to manage and motivate a large organization with global field offices and staff |
| **PAST APPOINTEES** | |
| Gayle Smith (2015 – present): Special Assistant to the President and Senior Director, Development and Democracy, National Security Council; Senior Fellow, Center for American Progress; Senior Director, Africa, White House | |
| Rajiv Shah (2010 – 2015): Undersecretary for Research, Education, and Economics, Department of Agriculture; Chief Scientist, Department of Agriculture; Director, Agricultural Development, Bill & Melinda Gates Foundation | |
| Henrietta Fore (2007 – 2010): Undersecretary of State for Management, State Department; Director of the Mint, Department of Treasury; Assistant Administrator, USAID | |
| Andrew Natsios (2001 – 2006): Chief Executive Officer, Boston’s Central Artery Project, Massachusetts Turnpike Authority; Secretary of Administration and Finance, Commonwealth of Massachusetts; Jenning Randolph Senior Fellow, Institute for Peace | |
| J. Brian Atwood (1993 – 1999): Undersecretary of State for Management, Department of State; National Demographic Institute for International Affairs; Assistant Secretary of State for Legislative Affairs, Department of State | |

POSITION DESCRIPTION

# Assistant secretary for Congressional and legislative affairs, 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 Assistant Secretary for Congressional and Legislative Affairs serves as the principal advisor to the Secretary concerning all legislative and congressional liaison matters, and has overall responsibility for the plans, policies, goals and direction of the Office of Congressional and Legislative Affairs. The Assistant Secretary is the principal coordinator of VA's legislative program development, ensures departmental compliance with congressionally mandated reports, and serves as the point of contact with the Government Accountability Office (GAO). |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Veterans Affairs |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Veterans Affairs had $159,216 million in outlays and 324,639 total employment. Assistant Secretary for Congressional and Legislative Affairs manages a team of ~45 FTE. |
| Primary Responsibilities | * Serves as a link between the agency, the White House Office of Legislative Affairs and members of Congress/the committees of jurisdiction, staying abreast of happenings across all of them; in particular, works closely with the Veterans Health Administration and Veterans Benefits Administration * Manages the agency’s engagement with the annual budget process, determining legislative priorities and presenting them in proposals * Engages with outside stakeholder groups and veterans service organizations; connects them to the work of the agency and Congress on relevant issues * Manages agency engagement with Congress, including completing monthly performance review reports, providing a variety of other statutorily required reports and preparing witnesses to give testimony |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Understanding of the appropriations process * Working knowledge of the Department of Veterans Affairs * Knowledge of veterans health care programs and benefits, and recent legislative efforts (e.g., the Choice Act) * Experience working in Congress (strongly preferred) * Prior military service (preferred) |
| Competencies | * Ability to communicate effectively with individuals inside the organization and with external stakeholders * Strong interpersonal skills; ability to establish trusted relationships within the organization, and with staff and members of Congress * Ability to quickly respond to crises and engage the appropriate stakeholders |
| **PAST APPOINTEES** | |
| Christopher O’Connor (May 2016 – present): Interim Assistant Secretary for Congressional and Legislative Affairs, Department of Veterans Affairs; Associate Deputy Assistant Secretary for Congressional and Legislative Affairs, Department of Veterans Affairs; Deputy Legislative Assistant to the Commandant, United States Marine Corps | |
| Joan M. Evans (August 2009 – June 2014): Senior Advisor to Secretary Eric K. Shinseki, Department of Veterans Affairs; Chief of Staff, Congresswoman Darlene Hockey | |
| Christine O. Hill (January 2008 – January 2009): Deputy Assistant Secretary for Congressional and Legislative Affairs, Department of Veterans Affairs; Director of Congressional and Intergovernmental Affairs, Defense Base Closure and Realignment Commission; Military Legislative Assistant, Senator Elizabeth Dole; U.S. Air Force | |

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 requests. 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-Department of Defense (DOD) Senior Oversight Committee.  Unless the President designates another officer of the government, the Deputy Secretary becomes Acting Secretary of Veterans Affairs during the absence or disability of the Secretary or in the event of a vacancy in the Office of the Secretary. (38 U.S.C. § 304) |
| Compensation | Level II $185,500 (5 U.S.C. § 5313) |
| Position Reports to | Secretary of Veterans Affairs |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Veterans Affairs had $159,216 million in outlays and 324,639 total employment. As chief operating officer, the Deputy Secretary manages staff across 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 * Executes 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 * Works with peers in other agencies, the Office of Management and Budget, stakeholders (e.g., local or state governments) and Congress, as needed * Resolves interagency conflict * Serves as a key advisor to the secretary on all matters pertaining to the agency * Ensures that the agency’s components are delivering their programs and services with integrity, and in an effective and efficient manner * Develops and manages complementary internal management processes that coordinate across programs * Represents the secretary in public and private meetings including dealings with the White House, Congress, state governments and trade groups * Oversees internal Government Performance and Results Act processes * Works closely with the Secretary, Chief of Staff and CXOs |
| Strategic Goals and Priorities | [Depends on the policy priorities of the 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 in 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 * Veteran status (strongly preferred) * 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 taking charge when leading and managing the agency, since deputy secretaries often have very vague or undefined statutory responsibilities and authorities * Ability to establish positive relationships with co-workers and external stakeholders * Ability to forge strong congressional relationships (preferred) |
| **PAST APPOINTEES** | |
| Sloan D. Gibson (February 2014 – present): President and CEO of the USO; Chairman and Chief Financial Officer, AmSouth Bancorporation (20+ years in banking overall); Chair, United Way campaign, Central Alabama | |
| W. Scott Gould (April 2009 – May 2013): Vice President for Public Sector Strategy, IBM Global Business Services; CEO, The O'Gara Company (an investment services firm); COO, Exolve (a technology services company) | |
| Gordon H. Mansfield (January 2004 – January 2009): Assistant Secretary for Congressional and Legislative Affairs, VA; Executive Director, Paralyzed Veterans of America; Assistant Secretary for Fair Housing and Equal Opportunity, Department of Housing and Urban Development | |
| Dr. Leo S. Mackay, Jr. (May, 2001 – September 2003): Vice President, Aircraft Services Business Unit, Bell Helicopter; Director of Market Development, Lockheed Martin | |

POSITION DESCRIPTION

# General Counsel, 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 General Counsel is the chief legal officer of the Department of Veterans Affairs (VA), and is the final legal authority within the department. General Counsel serves as the principal advisor to the Secretary on legal matters, and provides leadership and direction for the Office of General Counsel (OGC), a major staff office of VA. The General Counsel is responsible for the interpretation of all laws affecting veterans and the department; the review of all regulations, executive orders, proclamations and policies implementing these laws; and for advising and assisting VA officials in taking appropriate legal or preventive actions in matters involving threatened violence, suspected crimes or protection of government personnel or property. |
| Compensation | Level IV $160,300 (5 U.S.C. § 5315) |
| Position Reports to | Secretary of Veterans Affairs |
| **RESPONSIBILITIES** | |
| Management Scope | In fiscal 2015, the Department of Veterans Affairs had $159,216 million in outlays and 324,639 total employment. |
| Primary Responsibilities | * Advises the Secretary, Deputy Secretary, Chief of Staff and other senior department officials regarding all laws, regulations, executive orders and judicial precedents pertaining to the department * Provides legal advice and guidance to the secretary on draft bills and on testimony for presentation to Congress * Accompanies the Secretary and other senior department officials when testifying before Congress * Advises the Secretary on department matters being litigated before the Court of Appeals for Veterans Claims, and all other state and federal courts or administrative bodies * Administers claims arising under the Federal Tort Claims Act * Handles legal issues arising from personnel matters |
| Strategic Goals and Priorities | [Depends on the policy priorities of the administration] |
| **REQUIREMENTS AND COMPETENCIES** | |
| Requirements | * Knowledge of joint VA-Department of Defense veteran-related programs and collaborations, as well as the Department of Defense’s TRICARE health care program * Knowledge and understanding of VA health care and benefit programs * Relationships with and/or understanding of the mission and goals of major national veteran service organizations and national military service organizations * Veteran status (preferred) * Basic understanding of VA’s interaction with Congress |
| Competencies | * Strong interpersonal skills; ability to listen to others’ perspectives and ideas and work well across the organization/partner with senior leaders at the VA * A non-adversarial approach |
| **PAST APPOINTEES** | |
| Leigh A. Bradley (December 2014 – present): Director, Department of Defense Standards of Conduct Office; Principal Deputy General Counsel, Department of the Navy; Chief Risk Officer, American Red Cross; Partner, Holland & Knight LLP | |
| Will A. Gunn (June 2009 – July 2014): Principal, The Gunn Law Firm; President & Chief Executive Officer, Boys and Girls Clubs of Greater Washington; Chief Defense Counsel, U.S. Air Force; Executive Officer to the Judge Advocate General, U.S. Air Force | |
| Paul J. Hutter (October 2006 – November 2008): Acting Assistant Secretary for Policy and Planning, Department of Veterans Affairs; Acting Assistant Secretary for Human Resources and Administration, Department of Veterans Affairs; Chief Operating Officer, Coalition Provisional Authority (Department of Defense team to transition the interim government in Iraq); Colonel, Army Reserves | |