Romney Readiness Project

Charter for the

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|  | **National Security Review Group** |  |

August 25, 2012

The purpose of the National Security Review Group (NSRG) is to assess certain matters related to the national security policymaking organizations within the United States government. This charter document provides instructions and guidelines for its operation and describes the deliverables members of the Review Group are expected to produce. Periodically, this charter may be amended in response to new circumstances.

**Background of the Romney Readiness Project**

The Romney Readiness Project (R2P) was created in May 2012 to prepare for the potential election of Mitt Romney as President of the United States. Its activities comport with the Presidential Transition Act of 2010 (PTA2010) enacted by Congress for the purpose of assuring continuity of government.

**Composition and Structure of the National Security Review Group**

**Group Leader:** Bob Zoellick is appointed as Group Leader of the NSRG. He is responsible for organizing and leading R2P reviews of departments, independent agencies, and offices involved with U.S. national security. He will concentrate on the deployment of specific subject matter knowledge, experience, and influence. In addition to his role as Group Leader, he is assigned as a member of the Policy and Strategy Council (PSC).

The NSRG Group Leader is authorized to add technical support as needed contingent on budget approval and vetting/clearance of new support staff by the R2P talent team.

**Central Team Leaders:** Cliff Sobel and Brian Hook are assigned to support the Group Leader. They are responsible for providing project management and other support to Group Leader Bob Zoellick as he coordinates and directs NSRG tasks. They work full-time in their capacity with R2P.

**General Scope of the NSRG Responsibilities**

The primary responsibility of NSRG is to create, oversee, and coordinate work done by six review teams responsible for the following sets of departments, agencies, and offices:

1. National Security Staff;
2. Department of Defense;
3. Department of State and U.S. Agency for International Development/Development Agencies;
4. Office of the Director of National Intelligence/Intelligence Community.
5. Department of Homeland Security;
6. National Aeronautics and Space Administration; and

In forming each review team, the NSRG should guide its efforts according to the following parameters. Members of each review team should have significant sector-specific knowledge and experience. Each review team should include individuals with direct experience working in leadership positions within the departments, agencies, or offices being reviewed. Members of Congress or congressional staffers may be appropriate review team members.

The NSRG will provide guidance, coordination, and advice necessary to ensure that each department/agency review is conducted in a way that is consistent with its charter. Each review team will report its findings to the NSRG.

Upon receiving each department and agency review team report, the Group Leader is responsible to determine information that is valuable to the work of the PSC Task Forces and assure that they have necessary information.

It is NOT the job of NSRG to conduct an exhaustive review of the entire U.S. national security policymaking apparatus. NSRG should focus on the deliverables contained in this charter and in the attached General Instructions – First 200 Days document, which have been crafted to match Governor Romney’s campaign commitments.

Governor Romney’s policies and positions are determined through a process managed by the Policy Director of Romney for President. R2P and the NSRG are responsible for planning mechanisms, time tables and processes to implement those policies and priorities. They do not originate or set policy priorities. While the NSRG may be tasked to provide recommendations for use in the campaign’s policy process, no NSRG member is authorized to speak on behalf of Governor Romney. Work product generated by the NSRG constitutes a recommendation and not a policy of Governor Romney or the Romney for President Campaign.

The NSRG will report to the Director of Agency Reviews. Progress with be tracked on a system coordinated by OPPM, Inc. Group Leader Bob Zoellick is responsible for providing progress reports according to a pre-determined schedule.

With permission of the Director of Agency Reviews, the NSRG may coordinate with other review groups to produce recommendations that address deliverables germane to multiple policy areas. In particular, the NSRG should cooperate with the National Economic Group on international economic policy.

**Operating Rules**

**General planning horizon:** The primary task of R2P is to provide a plan under which the Romney administration can initiate activities in the first 200 days which can be in full effect within 2000 days.

**Rules of Governance:** The National Security Review Group is chartered to recommend plans and strategies to Governor Romney. It will be governed by the Rules of Consensus and Elevation which articulate a collaborative process designed to ensure consideration of multiple points of view and arrive at high quality recommendations. A copy of the Rules of Consensus and Elevation is contained in the appendix of this charter.

**Creation of additional sub working groups**: With approval of the Director of Agency Reviews, additional sub-working groups may be formed. All participants must be vetted according to normal processes.

**Involvement of outside resources:** It is not intended that points of view reflected in review group report be confined to those who serve as members. While membership in a review group is limited to those invited, it is expected that members will (within the confines of confidentiality) seek the views, input, and involvement of expert resources to enrich the review teams’ recommendations.

**OPPM**: Progress will be tracked on a system referenced as an OPPM (One Page Project Manager). The Group Leader is responsible to assure that the OPPM accurately reflects progress.

**Clearance, Confidentiality and Ethics**

As NSRG Group Leader, Bob Zoellick is granted authority to grant membership on any of the aforementioned review teams subject to vetting by the R2P. The vetting process will include review by the Director of Departmental/Agency Reviews. Before joining the review team, proposed members must sign confidentiality and ethics agreements. No exceptions will be made on this requirement.

Members of certain review teams may require national security clearance so they can receive sensitive information during the Transition Phase. If necessary, such members should be prepared to comply with all pertinent background checks.

**Deliverables**

NSRG is commissioned to produce the following deliverables by the dates indicated.

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| Accountability Date | Description |

Process Deliverables

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| August 15, 2012 | Conclude the recruitment, clearance, and orientation of the leaders of each department/agency review team. |
| September 5, 2012 | Develop an NSRG charter and associated OPPM. |
| September 26, 2012 | Submit all assigned department and agency review team reports to the Policy and Strategy Council and to the appropriate task forces. |
| October 20, 2012 | Present vetted landing teams and plans from each department/agency review team. |
| November 3, 2012  November 7, 2012 to January 20, 2013 | Organize First Ten Days table top exercise for the landing teams.  Externally support the work of the internal landing teams. |

Personnel Deliverables

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| September 5, 2012 | Coordinate review of the Presidential Appointed Senate Confirmed (PAS) and Presidential Appointed (PA) positions by each department/agency review team and recommend the ten positions that should receive highest priority. |
| September 21, 2012 | Provide the names of at least five prospects for each prioritized PAS position. Each recommended prospect should include basic biographical information and a brief description of team members’ rationale for recommending him or her. |
| September 21, 2012 to January 20, 2012 | Support the Talent Director in preparing priority PAS candidates. |

Early Cabinet Priorities

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| January 20, 2013 | Cause each assigned department and agency review team to inventory the ten most significant concerns the Cabinet Secretary/Director should focus on post handoff. |