



## PRE-INAUGURAL NOMINEE ANNOUNCEMENTS: TRUMP-CLINTON

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### ABOUT THIS DOCUMENT

The last four presidents announced 115 nominees for Senate-confirmed positions prior to taking office. Among these, 71, including 49 out of 56 Cabinet nominees, received pre-inauguration hearings.<sup>1</sup> Only eight nominations by four presidents were withdrawn. This document contains tables listing each announcement sorted by president, along with key dates and speed of confirmation for each nominee. Secretaries of the 15 Cabinet departments are denoted in boldface. Preceding each table is a supplementary narrative discussing events and influences that affected each transition team and their pre-inaugural nominations.

### Summary

- The Trump transition team announced 29 nominees during the transition period from election to inauguration, and the Senate confirmed 26. Fifteen nominees received pre-inaugural hearings. For a variety of reasons, including vetting, paperwork, controversy and a high number of procedural votes, the Trump nominees took much longer than the nominees of other presidents. The Senate confirmed Trump's Cabinet secretaries in 23.9 days, on average.
- The Obama transition team announced 42 nominees, including Secretary of Defense Gates, who stayed on from the George W. Bush administration. Twenty-five received pre-inaugural hearings. Obama's Cabinet secretaries were confirmed in an average of 4.9 days.
- Even with a truncated transition, the George W. Bush transition team announced 20 nominees during the transition, including Director of the CIA George Tenet, who remained in his position. Fourteen received pre-inaugural hearings. The Senate confirmed all except for one in about 3 days and confirmed Cabinet secretaries in 1.6 days, on average.
- The Clinton transition team announced 24 nominees during the transition, and the Senate confirmed 23 in an average of 4 days. Seventeen nominees received pre-inaugural hearings. The Senate confirmed Cabinet secretaries on average in less than a day.

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<sup>1</sup> These numbers exclude nominees who were announced but never officially submitted to the Senate and holdovers from the previous administration and did not need a new Senate confirmation vote.

## TRUMP ADMINISTRATION

Although President-elect Donald Trump announced 27 PAS nominees in November and December 2016, including all but two Cabinet positions, his pre-inaugural nominations experienced a substantially slower confirmation pace than previous administrations.<sup>2</sup> This discrepancy can be primarily attributed to certain uncommon characteristics of Trump’s transition and nominees.

The Trump transition team experienced leadership changes immediately following the election, resulting in a late start to vetting candidates. Trump’s nominees, many of whom had substantial business experience, combined to produce the highest net worth of any Cabinet in history. These complex financial holdings slowed down paperwork and ethics agreements. Moreover, 10 nominees announced between the election and inauguration had no prior government or military service. Because of these individuals’ complicated holdings and assets, agency and Senate officials required more time to review their financial disclosures before confirmation hearings. Furthermore, a few of Trump’s nominees faced additional procedural votes to advance their nominations due to opposition from individual senators.

On Inauguration Day, only two members of Trump’s Cabinet were confirmed, the fewest of the past three administrations. On average, Trump’s Cabinet nominees spent 23.9 days pending in the Senate, significantly longer than previous presidents’ Cabinets. However, even with delays and confirmation challenges, 26 of the 29 officials Trump submitted to the Senate for key posts were ultimately confirmed.

Name	Position	Date Announced	Date Sent to Senate	First Hearing Date	Date Confirmed	Days Pending in Senate
<b>Jeff Sessions</b>	Attorney General	11/18/16	1/20/17	1/10/17	2/8/17	19
<b>Betsy DeVos</b>	Secretary of Education	11/23/16	1/20/17	1/17/17	2/7/17	18
<b>Elaine Chao</b>	Secretary of Transportation	11/29/16	1/20/17	1/11/17	1/31/17	11
<b>Thomas Price</b>	Secretary of Health and Human Services	11/29/16	1/20/17	1/18/17	2/10/17	21
<b>Steven Mnuchin</b>	Secretary of the Treasury	11/30/16	1/20/17	1/19/17	2/13/17	24
<b>Wilbur Ross</b>	Secretary of Commerce	11/30/16	1/20/17	1/18/17	2/27/17	38
<b>Gen. James Mattis</b>	Secretary of Defense	12/6/16	1/20/17	1/12/17	1/20/17	0
<b>Ben Carson</b>	Secretary of Housing and Urban Development	12/5/16	1/20/17	1/12/17	3/2/17	41
<b>Gen. John Kelly</b>	Secretary of Homeland Security	12/12/16	1/20/17	1/10/17	1/20/17	0
<b>Andy Puzder</b>	Secretary of Labor	12/8/16	1/20/17		Withdrawn	
<b>Rex Tillerson</b>	Secretary of State	12/13/16	1/20/17	1/11/17	2/1/17	12
<b>Ryan Zinke</b>	Secretary of the Interior	12/15/16	1/20/17	1/17/17	3/1/17	40
<b>Rick Perry</b>	Secretary of Energy	12/14/16	1/20/17	1/19/17	3/2/17	41
<b>David J. Shulkin</b>	Secretary of Veterans Affairs	1/11/17	1/20/17	2/1/17	2/13/17	24
<b>Sonny Perdue</b>	Secretary of Agriculture	1/19/17	3/9/17	3/23/17	4/24/17	46
Mike Pompeo	Director of the Central Intelligence Agency	11/18/16	1/20/17	1/12/17	1/23/17	3
Nikki Haley	United States Representative to the United Nations	11/23/16	1/20/17	1/18/17	1/24/17	4
Seema Verma	Administrator, Centers for Medicare and Medicaid Services	11/29/16	1/20/17	2/16/17	3/13/17	52
Todd Ricketts	Deputy Secretary of Commerce	11/30/16	1/20/17		Withdrawn	

<sup>2</sup> Presidentially Appointed and Senate confirmed (PAS).

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Linda McMahon	Administrator of the Small Business Administration	12/7/16	1/20/17	1/24/17	2/14/17	25
Scott Pruitt	Administrator of the Environmental Protection Agency	12/7/16	1/20/17	1/18/17	2/17/17	28
Terry Branstad	U.S. Ambassador to China	12/7/16	1/20/17	5/2/17	5/22/17	122
David Friedman	U.S. Ambassador to Israel	12/15/16	1/20/17	2/16/17	3/23/17	62
Mick Mulvaney	Director of the Office of Management and Budget	12/17/16	1/30/17	1/24/17	2/16/17	17
Vincent Viola	Secretary of the Army	12/19/16	1/20/17		Withdrawn	
Robert Lighthizer	United States Trade Representative	1/3/17	1/20/17	3/14/17	5/11/17	111
Jay Clayton	Chairman of the U.S. Securities and Exchange Commission	1/4/17	1/20/17	3/23/17	5/2/17	102
Daniel Coats	Director of National Intelligence	1/5/17	1/20/17	2/28/17	3/15/17	54
Rod Rosenstein	Deputy Attorney General	1/14/17	2/1/17	3/7/2017	4/25/17	83
<b>Overall Average</b>						38.4
<b>Cabinet Average</b>						23.9

## OBAMA ADMINISTRATION

The 2008 Bush-Obama transition was among the most [effective and successful exchanges of power](#) in United States history. President-elect Barack Obama announced 42 nominees before inauguration, and the Senate held pre-inaugural hearings for 25 and confirmed seven on Inauguration Day. Obama named more Senate-confirmed officials during the interregnum than any other modern president, and the number of Inauguration Day confirmations was equal to the number of confirmations under Bush, the most of the past four administrations.

Additionally, Obama announced nearly five times more non-cabinet nominees than George W. Bush and two-and-a-half times more non-cabinet positions than Bill Clinton in their interregnum periods. Despite Senate confirmation processes [taking increasingly longer](#) since the Ronald Reagan administration, Obama's cabinet nominations were confirmed in an average of 4.9 days, only slightly slower than those of W. Bush, an average of 1.6 days, and Clinton, an average of .8 days.

Name	Position	Date Announced	Date Sent to Senate	First Hearing Date	Date Confirmed	Days Pending in Senate
<b>Timothy Geithner</b>	Secretary of the Treasury	11/24/08	1/20/09	1/21/09	1/26/09	6
<b>Hillary Clinton</b>	Secretary of State	12/1/08	1/20/09	1/13/09	1/21/09	1
<b>Janet Napolitano</b>	Secretary of Homeland Security	12/1/08	1/20/09	1/15/09	1/20/09	0
<b>Eric Holder</b>	Attorney General	12/1/08	1/20/09	1/15/09	2/2/09	13
<b>Robert Gates</b>	Secretary of Defense	12/1/08	Holdover			
<b>Bill Richardson</b>	Secretary of Commerce	12/3/08			Withdrawn	
<b>Eric Shinseki</b>	Secretary of Veterans Affairs	12/7/08	1/20/09	1/14/09	1/20/09	0
<b>Tom Daschle</b>	Secretary of Health and Human Services	12/11/08	1/20/09	1/8/09	Withdrawn	
<b>Shaun Donovan</b>	Secretary of Housing & Urban Development	12/13/08	1/20/09	1/13/09	1/22/09	2
<b>Dr. Steven Chu</b>	Secretary of Energy	12/11/08	1/20/09	1/13/09	1/20/09	0
<b>Arne Duncan</b>	Secretary of Education	12/15/08	1/20/09	1/13/09	1/20/09	0
<b>Tom Vilsack</b>	Secretary of Agriculture	12/17/08	1/20/09	1/14/09	1/20/09	0
<b>Ken Salazar</b>	Secretary of Interior	12/17/08	1/20/09	1/15/09	1/20/09	0
<b>Ray LaHood</b>	Secretary of Transportation	12/19/08	1/20/09	1/21/09	1/22/09	2
<b>Hilda Solis</b>	Secretary of Labor	12/19/08	1/20/09	1/9/09	2/24/09	35
Christina Romer	Chair of the Council of Economic Advisers	11/24/08	1/20/09	1/15/09	1/28/09	8
Peter Orszag	Director of the Office of Management and Budget	11/25/08	1/20/09	1/13/09	1/20/09	0
Robert Nabors	Deputy Director of OMB	11/25/08	1/20/09	1/13/09	1/28/09	8
Austan Goolsbee	Member, Council of Economic Advisers	11/26/08	1/20/09	1/15/09	3/10/09	49
Susan Rice	United States Representative to the United Nations	12/1/08	1/20/09	1/15/09	1/22/09	2
Nancy Helen Sutley	Member of the Council on Environmental Quality	12/10/08	1/20/09	1/14/09	1/22/09	2

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Lisa Jackson	Administrator of the Environmental Protection Agency	12/15/08	1/20/09	1/14/09	1/22/09	2
Mary Schapiro	Chairman of the U.S. Securities and Exchange Commission	12/18/08	1/20/09	1/15/09	1/22/09	2
Daniel Tarullo	Member of Board of Governors of the Federal Reserve System	12/18/08	1/20/09	1/15/09	1/27/09	7
Gary Gensler	Chairman of the U.S. Commodity Futures Trading Commission	12/18/08	1/20/09	2/25/09	5/19/09	119
Ron Kirk	United States Trade Representative	12/19/08	1/20/09	3/9/09	3/18/09	57
Jane Lubchenco	NOAA Administrator	12/19/08	1/20/09	2/12/09	3/19/09	58
Karen Mills	Administrator of the Small Business Administration	12/19/08	2/27/09	4/1/09	4/3/09	35
John P. Holdren	Director of the White House Office of Science and Tech Policy	12/20/08	1/20/09	2/12/09	3/19/09	58
Jacob Lew	Deputy Secretary of State	12/23/08	1/20/09	1/22/09	1/28/09	8
James B. Steinberg	Deputy Secretary of State	12/23/08	1/20/09	1/22/09	1/28/09	8
Tom Perrelli	Associate Attorney General	1/5/09	1/30/09	2/10/09	3/12/09	41
David Ogden	Deputy Attorney General	1/5/09	1/26/09	2/5/09	3/12/09	45
Elena Kagan	Solicitor General	1/5/09	1/26/09	2/10/09	3/19/09	52
Dawn Johnsen	Assistant Attorney General for the Office of Legal Counsel	1/6/09	2/11/09	2/25/09	Withdrawn	
Cecilia Elena Rouse	Member of the Council of Economic Advisers	1/7/09	1/20/09	1/15/09	3/10/09	49
Dennis Blair	Director of National Intelligence	1/8/09	1/20/09	1/22/09	1/28/09	8
Jeh Charles Johnson	General Counsel of the Department of Defense	1/8/09	1/20/09	1/15/09	2/9/09	20
Robert F. Hale	Under Secretary of Defense (Comptroller)	1/8/09	1/20/09	1/15/09	2/9/09	20
Michele A. Flournoy	Under Secretary of Defense for Policy	1/8/09	1/20/09	1/15/09	2/9/09	20
William J. Lynn III	Deputy Secretary of Defense	1/8/09	1/20/09	1/15/09	2/11/09	22
Leon Panetta	Director of the Central Intelligence Agency	1/8/09	1/30/09	2/5/09	2/12/09	13
<b>Overall Average</b>						20.3
<b>Cabinet Average</b>						4.9

## W. BUSH ADMINISTRATION

George W. Bush’s 2000 presidential victory was not confirmed until five weeks after the election. This 37-day delay cut President-elect Bush’s pre-inaugural period in half, forcing the incoming administration to conduct the shortest official transition in American history. However, the Bush transition team still managed to work with the Senate to confirm nominees for all 14 statutory cabinet positions before the end of January.<sup>3</sup> The Senate confirmed seven Bush officials on Inauguration Day, more than they confirmed for Clinton or Trump.

Bush demonstrated commitment to a strong transition early, notably asking long-time colleague [Clay Johnson](#) to serve as executive director of his transition team a full 16 months before the election. Once the Bush team began issuing nominations, they took a pragmatic approach; 19 of the 20 individuals announced during the pre-inaugural period had prior government or military experience, including 8 individuals who had previously held Senate-confirmed positions.

Despite successfully confirming various critical nominees, the effects of the delayed transition ultimately hurt the Bush administration’s ability to confirm the requisite hundreds of PAS nominees over the following months; the 9/11 Commission concluded that this lapse had a negative impact on preparedness.

Name	Position	Date Announced	Date Sent to Senate	First Hearing Date	Date Confirmed	Days Pending in Senate
<b>Colin Powell</b>	Secretary of State	12/16/00	1/20/01	1/17/01	1/20/01	0
<b>Ann Veneman</b>	Secretary of Agriculture	12/20/00	1/20/01	1/18/01	1/20/01	0
<b>Donald Evans</b>	Secretary of Commerce	12/20/00	1/20/01	1/4/01	1/20/01	0
<b>Paul H. O’Neill</b>	Secretary of the Treasury	12/20/00	1/20/01	1/17/01	1/20/01	0
<b>Mel Martinez</b>	Secretary of Housing and Urban Development	12/20/00	1/20/01	1/17/01	1/23/01	3
<b>John Ashcroft</b>	Attorney General	12/22/00	1/29/01	1/16/01	2/1/01	3
<b>Donald Rumsfeld</b>	Secretary of Defense	12/28/00	1/20/01	1/11/01	1/20/01	0
<b>Roderick Paige</b>	Secretary of Education	12/29/00	1/20/01	1/10/01	1/20/01	0
<b>Anthony Principi</b>	Secretary of Veterans Affairs	12/29/00	1/20/01	1/18/01	1/23/01	3
<b>Tommy Thompson</b>	Secretary of Health and Human Services	12/29/00	1/20/01	1/18/01	1/24/01	4
<b>Gale Norton</b>	Secretary of Interior	12/29/00	1/20/01	1/18/01	1/30/01	10
<b>Spencer Abraham</b>	Secretary of Energy	1/2/01	1/20/01	1/18/01	1/20/01	0
<b>Norman Y. Mineta</b>	Secretary of Transportation	1/2/01	1/24/01	1/24/01	1/24/01	0
<b>Linda Chavez</b>	Secretary of Labor	1/2/01			Withdrawn	
<b>Elaine Chao</b>	Secretary of Labor	1/11/01	1/29/01	1/24/01	1/29/01	0
Mitch Daniels	Director of the Office of Management and Budget	12/22/00	1/20/01	1/19/01	1/23/01	3

<sup>3</sup> Secretary of Homeland Security did not become a Cabinet position until post 9/11.

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Christine Todd Whitman	Administrator of the Environmental Protection Agency	12/22/00	1/20/01	1/17/01	1/30/01	10
Joe M. Allbaugh	Director of FEMA	1/4/01	2/6/01	2/13/01	2/15/01	9
Robert Zoellick	United States Trade Representative	1/11/01	1/29/01	1/30/01	2/6/01	8
George Tenet	Director of the Central Intelligence Agency	1/11/01	Holdover			
<b>Overall Average</b>						2.9
<b>Cabinet Average</b>						1.6

## CLINTON ADMINISTRATION

President Bill Clinton’s transition team did not announce his first PAS nominee until December 10, over a month later than the initial announcement date of the three subsequent transitions. In an [episode of Transition Lab](#), Clinton’s chief of staff, Thomas “Mack” McLarty, admits that there was insufficient personnel planning done before the election, primarily because Clinton “did not want to be seen as an underdog candidate who was already beginning to measure the drapes in the Oval Office.”

Clinton sought to create a Cabinet that "[looks like America](#)," and ultimately achieved unprecedented diversity, including 11 men, three women and six people of color. Despite Clinton’s delayed start to announcing Cabinet nominees, they were confirmed at a remarkably fast rate. With the exception of Attorney General, all of his Cabinet nominees were confirmed either on Inauguration Day or the following day.

Though Clinton’s transition planning effort was choppy, the Senate’s swift action on his nominees ensured that insufficient pre-election preparation did not leave Clinton without critical personnel at the inception of his term.

Name	Position	Date Announced	Date Sent to Senate	First Hearing Date	Date Confirmed	Days Pending in Senate
<b>Lloyd Bentsen</b>	Secretary of the Treasury	12/10/92	1/20/93	1/12/93	1/20/93	0
<b>Robert Reich</b>	Secretary of Labor	12/11/92	1/20/93	1/07/93	1/21/93	1
<b>Donna Shalala</b>	Secretary of Health and Human Services	12/11/92	1/20/93	1/14/93	1/21/93	1
<b>Jesse Brown</b>	Secretary of Veterans Affairs	12/17/92	1/20/93	1/07/93	1/21/93	1
<b>Henry Cisneros</b>	Secretary of Housing & Urban Development	12/17/92	1/20/93	1/12/93	1/21/93	1
<b>Richard Riley</b>	Secretary of Education	12/21/92	1/20/93	1/12/93	1/21/93	1
<b>Hazel O’Leary</b>	Secretary of Energy	12/21/92	1/20/93	1/19/93	1/21/93	1
<b>Les Aspin</b>	Secretary of Defense	12/22/92	1/20/93	1/07/93	1/20/93	0
<b>Warren Christopher</b>	Secretary of State	12/22/92	1/20/93	1/13/93	1/20/93	0
<b>Ronald Brown</b>	Secretary of Commerce	12/24/92	1/20/93	1/06/93	1/21/93	1
<b>Federico Pena</b>	Secretary of Transportation	12/24/92	1/20/93	1/07/93	1/21/93	1
<b>Mike Espy</b>	Secretary of Agriculture	12/24/92	1/20/93	1/14/93	1/21/93	1
<b>Bruce Babbitt</b>	Secretary of Interior	12/24/92	1/20/93	1/19/93	1/21/93	1
<b>Zoe Baird</b>	Attorney General	12/24/92	1/20/93	1/19/93	Withdrawn	
Madeleine K. Albright	Ambassador-designate to the United Nations	12/22/92	1/20/93	1/20/93	1/26/93	6
Clifton R. Wharton Jr.	Deputy Secretary of State	12/23/92	1/20/93		1/26/93	6
R. James Woolsey	Director of the Central Intelligence Agency	12/23/92	1/20/93	2/02/93	2/03/93	14
Roger Altman	Deputy Secretary of the Treasury	12/24/92	1/20/93	1/13/93	1/21/93	1
Micky Kantor	United States Trade Representative	12/24/92	1/20/93	1/19/93	1/21/93	1



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Carol Browner	Administrator of the Environmental Protection Agency	12/24/92	1/20/93	1/11/93	1/21/93	1
Alice Rivlin	Deputy Director of the Office of Management and Budget	12/24/92	1/20/93		1/21/93	1
Leon Panetta	Director of the Office of Management and Budget	12/24/92	1/20/93		1/21/93	1
Laura D'Andrea Tyson	Member of the Council of Economic Advisers	12/24/92	1/20/93	1/21/93	2/4/93	15
Madeleine Kunin	Deputy Secretary of Education	12/24/92	1/20/93		2/18/93	29
<b>Overall Average</b>						4.0
<b>Cabinet Average</b>						0.8

**Source:** Partnership for Public Service’s Center for Presidential Transition analysis of data from Congress.gov, Senate.gov and media reports