



TRANSITION TOPIC:

Focusing A Transition Effort

TASK: Assess elements of transition efforts and identify factors that will drive the next Administration's governance focus and minimize risk associated with the transfer of power.

TASK GROUP:

Michael Bayer (Chair)

COL Kevin Doxey (Executive Secretary)



ISSUE

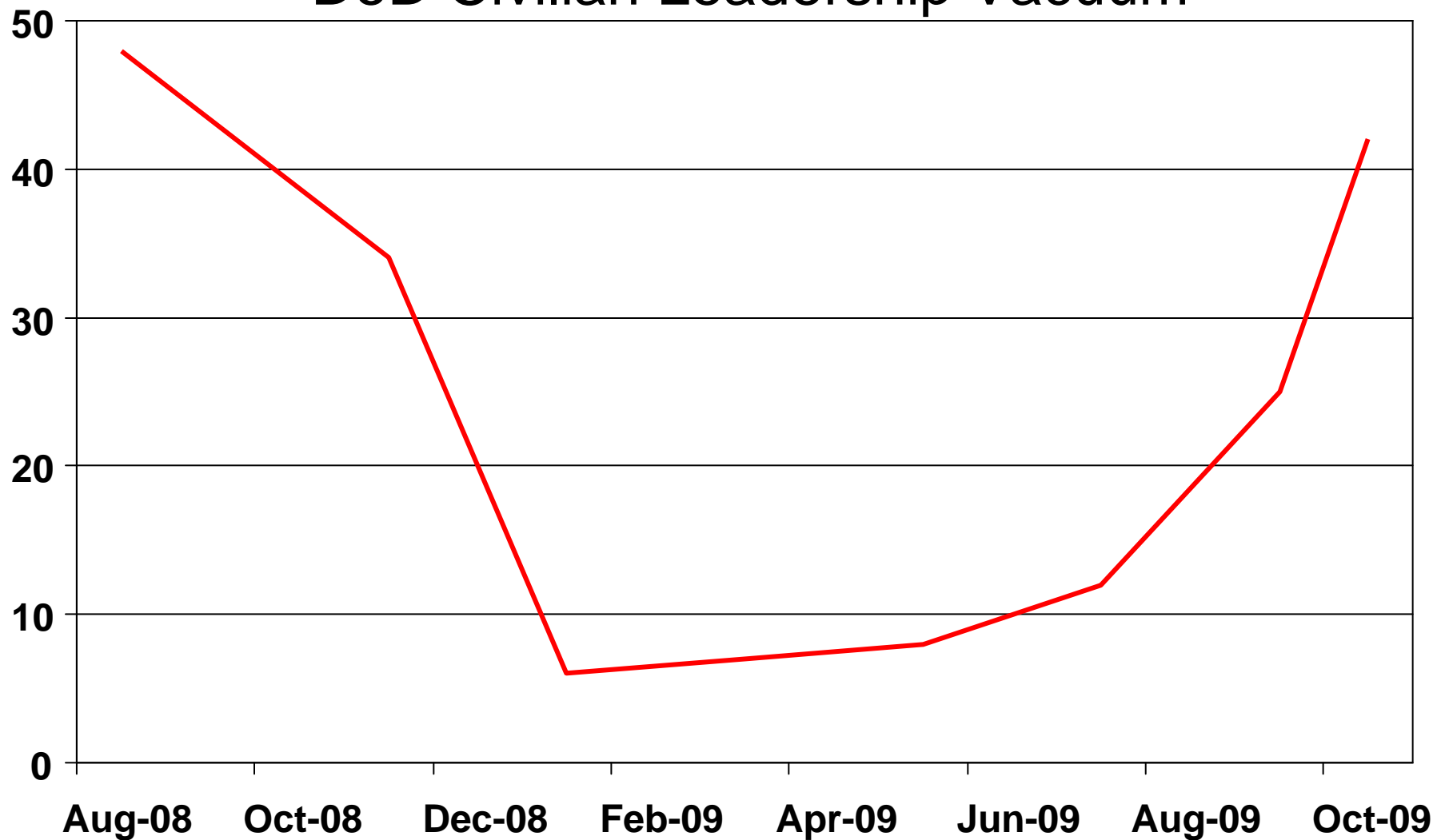
- The Administration must be ready to govern immediately upon taking office and respond to any national crisis.
- Prepare for a likely first 270 days crisis
- Jump start the first term

IMPACT

- Departmental transitions traditionally begin late in campaign
- Started by the campaign's issues gurus
- Hand off later to incoming Secretary's team often difficult
- The short time from Secretaries' selection to first day in charge leaves little time to develop a "plan"
- Secretary's agenda setting quickly overwhelmed by gathering people
- At its end, rarely little connection back to the President's first principles



DoD Civilian Leadership Vacuum





PREPARING FOR A LIKELY FIRST 270 DAYS CRISIS

- Too many Presidential teams were ill prepared for this
 - No time set aside in transition for who, what, where
- Found themselves surrounded with policy folks, not the necessary gravitas
- The interagency process remains immature.
 - There were no pre-set plans of action in the White House



FIRST 270 DAYS

- Eisenhower - Iranian revolution
- Kennedy - Bay of Pigs
- Johnson - Gulf of Tonkin Incident
- Nixon - Escalation into Cambodia and Laos
- Carter - Korea troop reductions/ Singlaub relief
- Bush I - Panama invasion
- Clinton - World Trade Center bombing
- Bush II –Downing of EP 3 and September 11th



JUMP STARTING THE FIRST TERM

- Seeds of disappointment are sewn in the first 270 days' lost opportunities
 - The electorate has voted/looking for outputs of new government
 - A new team's intentions/efforts are not enough
- Most of what matters to the electorate occurs in the cabinet departments
 - However, as late as October, they are only partially staffed
- The White House team can prevent this
 - The selection process for senior officials should be informed by the president's goals, objectives and resource constraints
 - The President should get agreement on those expectations from each cabinet candidate
 - Those expectations should be individually quantifiable and delivery date specific
 - Those specifics should be monitored by quarterly performance reviews conducted by the VP, annually by the President
 - Performance failures should not be sanctioned



RECOMMENDATIONS:

1. Set aside time in the transition to identify the planning, gravitas and interagency process necessary to respond to a likely first 270 day crisis.
2. Establish cabinet level performance expectations upfront and review transition team's plans for governance.