DANIEL M. PETROCELLI (S.B. #97802)
dpetrocelli@omm.com
DAVID MARROSO (S.B. #211655)
dmarroso@omm.com
DAVID L. KIRMAN (S.B. #235175)
dkirman@omm.com
O'MELVENY & MYERS LLP
1999 Avenue of the Stars
Los Angeles, California 90067–6035
Telephone: (310) 553-6700
Facsimile: (310) 246-6779

JILL A. MARTIN (S.B. #245626)
jmartin@trumpnational.com
c/o TRUMP NATIONAL GOLF CLUB
One Trump National Drive
Rancho Palos Verdes, CA 90275
Telephone: (310) 202-3225
Facsimile: (310) 265-5522

Attorneys for Defendants
DONALD J. TRUMP and
TRUMP UNIVERSITY, LLC

UNITED STATES DISTRICT COURT

SOUTHERN DISTRICT OF CALIFORNIA

SONNY LOW, J.R. EVERETT, and JOHN BROWN, on Behalf of Themselves and All Others Similarly Situated,

Plaintiffs,

v.

TRUMP UNIVERSITY, LLC et al.,

Defendants.

Case No. 10-CV-0940-GPC (WVG)
Judge: Hon. Gonzalo P Curiel

CLASS ACTION

DEFENDANTS' *EX PARTE* APPLICATION TO CONTINUE TRIAL DATE

DATE: EX PARTE
TIME: EX PARTE
COURT: 2D
JUDGE: HON. CURIEL

TABLE OF CONTENTS

Page

I. INTRODUCTION 1

II. THE CONSTITUTION, DEFERENCE TO THE PRESIDENT-ELECT, AND BASIC PRAGMATISM COMPEL THE MODEST RELIEF SOUGHT IN THIS MOTION. 3

A. Separation of Powers Requires That the Trial Court Schedule Its Proceedings So As To Not Impede a President's Public Duties. 3

B. The Transition Process is All-Consuming. 6

C. Plaintiffs Will Suffer Minimal Prejudice From Brief Continuance. 9

III. CONCLUSION 10

TABLE OF AUTHORITIES

Page(s)

CASES

City & Cnty. of S.F.,
512 F.3d 1112 (9th Cir. 2008) 10

Clinton v. Jones,
520 U.S. 681 (1997) 3, 4, 5, 8

CMAX, Inc. v. Hall,
300 F.3d 265 (9th Cir. 1962) 9

In re Bush,
287 S.W.3d 899 (Tex. Ct. App. 2009) 9

Kingdom of Sweden v. Melius,
2015 WL 7574463 (C.D. Cal. Nov. 25, 2015) 9

Lair v. Bullock,
697 F.3d 1200 (9th Cir. 2012) 10

Leiva-Perez v. Holder,
640 F.3d 962 (9th Cir. 2011) 10

Liberty Surplus Ins. Corp. v. IMR Contractors Corp.,
2009 WL 1010842 (N.D. Cal. Apr. 14, 2009) 9

Lopez v. Heckler,
713 F.2d 1432 (9th Cir. 1983) 10

Loving v. United States,
517 U.S. 748 (1996) 3

Misretta v. United States,
488 U.S. 361 (1989) 3

Nixon v. Fitzgerald,
457 U.S. 731 (1982) 4, 9

Nken v. Holder,
556 U.S. 418 (2009) 10

TABLE OF AUTHORITIES (continued)

Page(s)

United States v. Fromme, 405 F. Supp. 578 (E.D. Cal. 1975) 9

United States v. McDougal, 934 F. Supp. 296 (E.D. Ark. 1999) 9

United States v. Poindexter, 732 F. Supp. 142 (D.D.C. 1990) 9

STATUTES

18 U.S.C. § 3056 6

28 U.S.C. § 1651 ..... 1, 10

50 U.S.C. § 3342 6

Consolidated Appropriations Act, 2016, Pub. L. No. 114-113, 129 Stat. 2242 (2015) 8

Intelligence Reform and Terrorism Prevention Act of 2004, Pub. L. No. 108-458, 118 Stat. 3638 (2004) 8

Pre-Election Presidential Transition Act of 2010. Pub. L. No. 114-113, 129 Stat. 2242 (2015) 8

Presidential Transition Act of 1963, Pub. L. No. 88-277, 78 Stat. 153 (1964) 5, 6

RULES

Circuit Rule 27-3 ..... 1, 10

S.D. Cal. L.R. 83.3(g)(2) 1

OTHER AUTHORITIES

H.R. COMM. ON OVERSIGHT AND GOV'T REFORM, 112TH CONG., POLICY AND SUPPORTING POSITION (Plum Book) (Comm. Print 2012) (2016 edition not yet available) 6

TABLE OF AUTHORITIES
(continued)

Page(s)

Josh Gerstein, *President-Elect Trump due to appear in court at trial starting later this month*, POLITICO (Nov. 9, 2016), http://www.politico.com/story/2016/11/donald-trump-court-university-231082 8

L. ELAINE HALCHIN, CONG. RESEARCH SERV., RL34722, PRESIDENTIAL TRANSITIONS: ISSUES INVOLVING OUTGOING AND INCOMING ADMINIS. (2016) 1, 6, 7, 8

Mark Hosenball, *Donald Trump Set To Receive Top Secret Security Briefings*, THE HUFFINGTON POST (Nov. 9, 2016), http://www.huffingtonpost.com/entry/trump-security-briefings_us_5823dcbfe4b0d9ce6fc0cb09 8

P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE (spec. ed. 2016) 1, 6, 7

POLITICO PRO, THE PRESIDENTIAL TRANSITION ROADMAP (2016) 7

Press Release, Nancy Pelosi, Pelosi Statement on 2016 Election (Nov. 9, 2016), http://www.democraticleader.gov/newsroom/pelosi-statement-on-2016-election/ 5

Press Release, The White House Office of the Press Secretary, Fact Sheet: Facilitating a Smooth Transition to the Next Administration (Nov. 10, 2016), https://www.whitehouse.gov/the-press-office/2016/11/10/fact-sheet-facilitating-smooth-transition-next-administration 7

Russell Berman, *"The Most Important Takeover of Any Organization in History,"* THE ATLANTIC (Apr. 22, 2016), http://www.theatlantic.com/politics/archive/2016/04/improving-the-presidential-transition-2016/477528/ 8

Team Fix, Transcript: President Obama's remarks on Donald Trump's election, WASH. POST, Nov. 9, 2016 5

TO THE COURT, ALL PARTIES AND THEIR COUNSEL OF RECORD:

PLEASE TAKE NOTICE that defendants Donald J. Trump and Trump University, LLC ("defendants"), by and through their counsel of record, will and hereby do apply to the Court *ex parte* for an order (a) continuing the trial date in *Low* from November 28, 2016 to a date after the Presidential inauguration that is convenient for the parties and the Court; (b) authorizing the video-recorded testimony of Donald Trump before trial in this case; and (c) allowing all parties to use the recorded testimony in the *Low* and *Cohen* trials. If the Court denies the relief requested herein, defendants respectfully request a temporary stay of proceedings to permit defendants to seek emergency relief pursuant to 28 U.S.C. § 1651 and Circuit Rule 27-3.

On November 10, 2016, defendants' counsel contacted plaintiffs' counsel and notified them of defendants' intention to file the present application. Declaration of Daniel M. Petrocelli ("Petrocelli Decl.") ¶ 3; *see also* S.D. Cal. L.R. 83.3(g)(2). Defendants' counsel also informed the Court of defendants' intention to file the request for a continuance, and the Court stated that defendants may file the papers. Petrocelli Decl. ¶ 3. This application is based on the attached memorandum of points and authorities and the Declaration of Daniel M. Petrocelli filed concurrently herewith.

MEMORANDUM OF POINTS AND AUTHORITIES

I. INTRODUCTION

On November 8, 2016, the people elected Donald J. Trump to be the 45th President of the United States of America. President-Elect Trump must now prepare to lead the nation when he assumes the Presidency on January 20, 2016. The 69 days until inauguration are critical and all-consuming. President-Elect Trump must receive daily security briefings, make executive appointments (ultimately, thousands), and establish relationships with appointees, members of Congress, governors, and foreign leaders. He must also develop important policy priorities. *See* Ex. 1, L. ELAINE HALCHIN, CONG. RESEARCH SERV., RL34722, PRESIDENTIAL TRANSITIONS: ISSUES INVOLVING OUTGOING AND INCOMING ADMINIS. 2–3 (2016); Ex. 2, P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE 10 (spec. ed. 2016).[1]

The President-Elect is also a defendant in this lawsuit (*Low*) and the companion lawsuit (*Cohen*) and has a right to defend himself, including testifying on his own behalf. The Court set trial in this case to commence on November 28, 2016, in lieu of an earlier date, to accommodate defendants' request that trial be deferred until the conclusion of the Presidential campaign.[2] Now that the election is over, we submit that the President-Elect should not be required to stand trial during the next two months while he prepares to assume the Presidency. The time and attention to prepare and testify will take him away from imperative transition work at a critical time. We acknowledge plaintiffs have a right to trial of their claims, but their rights will not be abridged if trial were continued to a date after the inauguration to allow the President-Elect to devote all his time and attention to the transition process.

[1] Exhibits are attached to the Declaration of Daniel Petrocelli, filed herewith.

[2] Defendants proposed a trial date after the Presidential transition and inauguration, but the Court concluded it did not want to proceed to trial with a sitting President. Dkt. 481 at 11:8–11; Dkt. 502 at 1.

There is another important consideration, and that is the looming *Cohen* case, where the President-Elect is the sole defendant. Although a trial date has not been set, the case will go to trial while Mr. Trump is the sitting President. For that reason, it is appropriate to consider all options to avoid requiring Mr. Trump to prepare to testify and testify on two separate occasions.

Taking all of these factors into account, the President-Elect respectfully proposes the following plan:

- Continue the trial date in *Low* from November 28, 2016 to a date after the inauguration that is convenient for the parties and the Court.
- Prior to the trial date, the trial testimony of the President-Elect can be taken by videotaped deposition, consistent with the approach taken by courts in those rare circumstances where this issue has arisen. *See infra* n. 10.
- Alternatively, if the Court prefers, President-Elect Trump will make himself available for trial examination in January 2017, by which time much of the transition process will have been concluded.
- The Court can preside over the examination. The recorded testimony may be used by either side in the *Low* and *Cohen* trials, regardless of the President's availability to appear live at trial.[3]

This balanced approach will allow President-Elect Trump to focus on transitioning to office. The single examination ensures that President-Elect Trump is not forced to testify ***twice***, once as President-Elect (for *Low*) and once as President (for *Cohen*).[4] The videotaped testimony will ensure no additional delay of trial based on future scheduling unpredictability. The breathing room also will permit the parties to explore alternative methods of resolving both cases. And the definite period after which to schedule trial safeguards plaintiffs' rights and minimizes the prejudice to them.

[3] We request that the specific date and location be confidential and the recording and transcript therefrom be ordered confidential unless and until a trial occurs.

[4] A single examination can be used for both trials or, if preferred, the examination can be divided into two parts—one for *Low* and one for *Cohen*.

This is exactly the kind of pragmatic solution to an extraordinary circumstance that was envisioned by *Clinton v. Jones*, 520 U.S. 681, 709 (1997), where the Supreme Court held that federal courts must afford the "utmost deference" to the truly "singular" nature of the Office of the President of the United States. We respectfully request that the Court grant the requested relief forthwith.

II. THE CONSTITUTION, DEFERENCE TO THE PRESIDENT-ELECT, AND BASIC PRAGMATISM COMPEL THE MODEST RELIEF SOUGHT IN THIS MOTION.

President-Elect Trump is not seeking to stay this case indefinitely or until the end of his term. Instead, we seek a modest continuance of the trial to a date after the inauguration that is convenient for the parties and the Court. Plaintiffs will be able to examine the President-Elect before trial begins. If the Court requires, the examination can occur in January before the inauguration on January 20, 2017. The testimony from that examination may be used in the *Low* and *Cohen* trials. In this way, the Court minimizes the intrusion on the President-Elect, preserves his trial testimony, and guarantees plaintiffs their day in court without regard to a sitting President's unpredictable schedule.

A. Separation of Powers Requires That the Trial Court Schedule Its Proceedings So As To Not Impede a President's Public Duties.

It is a "basic principle of our constitutional scheme that one branch of Government may not intrude upon the central prerogatives of another." *Loving v. United States*, 517 U.S. 748, 757 (1996). That means "[e]ven when a branch does not arrogate power to itself, . . . the separation-of-powers doctrine requires that a branch not impair another in the performance of its constitutional duties." *Id.* (citing *Misretta v. United States*, 488 U.S. 361, 397–408 (1989)).

The Office of the President is unlike any other position in the country, "with powers and responsibilities so vast and important that the public interest demands that he devote his undivided time and attention to his public duties." *Jones*, 520

U.S. at 697. The President "is the only official for whom the entire Nation votes, and is the only elected officer to represent the entire Nation both domestically and abroad." *Id.* at 711 (Breyer, J., concurring).

While the Constitution does not categorically bar the exercise of jurisdiction over the President—or, put differently, a President may not delay litigation until the end of a term—courts *must* exercise "judicial deference and restraint" and work with the President on case scheduling and testimonial obligations. *Nixon v. Fitzgerald*, 457 U.S. 731, 753 (1982) (noting that "the President's constitutional responsibilities and status [are] factors counseling judicial deference and restraint"). As Justice Breyer reasoned in his *Jones* concurrence:

> A Constitution that separates powers in order to prevent one branch of Government from significantly threatening the workings of another could not grant a single judge more than a very limited power to second-guess a President's reasonable determination (announced in open court) of his scheduling needs, nor could it permit the issuance of a trial scheduling order that would significantly interfere with the President's discharge of his duties—in a private civil damages action the trial of which might be postponed without the plaintiff suffering enormous harm.

Jones, 520 U.S. at 723 (Breyer, J., concurring). Thus, a court "must balance the constitutional weight of the interest to be served [in the litigation] against the dangers of intrusion on the authority and functions of the Executive Branch." *Fitzgerald*, 457 U.S. at 754.

Clinton v. Jones—a case in which President Clinton sought to stay a civil action brought against him until the conclusion of his presidency—provides direct guidance regarding this separation-of-powers analysis for district courts. There, while the Supreme Court concluded that President Clinton was not entitled to a multiple-year stay until his term expired, it nevertheless recognized the "singular importance of the President's duties." *Jones*, 520 U.S. at 686. And as to matters of scheduling, the Supreme Court made clear that it expected district courts to

"accommodate the President's needs" and "giv[e] the utmost deference to Presidential responsibilities." *Id.* at 709 (noting that "there is no reason to assume that the district courts will be either unable to accommodate the President's needs or unfaithful to the tradition—especially in matters involving national security—of giving the utmost deference to Presidential responsibilities") (internal quotation marks and citations omitted). Because the stakes are different, "district courts, supervised by the Courts of Appeals and perhaps [the Supreme Court], might prove able to manage private civil damages actions against sitting Presidents without significantly interfering with the discharge of Presidential duties—at least if they manage those actions with the constitutional problem in mind." *Id.* at 723 (Breyer, J., concurring); *see id.* at 708 (noting that a district court must "manage those actions in such fashion (including deferral of trial) that interference with the President's duties would not occur").

These same principles apply no less to the President-Elect. Congress has made clear that the President-Elect's unhindered transition into the office of President is a matter of great public importance:

> The national interest requires that such transitions in the office of President be accomplished so as to assure continuity in the faithful execution of the laws and in the conduct of the affairs of the Federal Government, both domestic and foreign. ***Any disruption occasioned by the transfer of the executive power could produce results detrimental to the safety and well-being of the United States and its people***."

Presidential Transition Act of 1963, Pub. L. No. 88-277, § 2, 78 Stat. 153, 153–154 (codified at 3 U.S.C. § 102 note) (1964) (emphasis added).[5]

[5] As President Obama recognized in his remarks after the election, "[t]he peaceful transition of power is one of the hallmarks of our democracy." Team Fix, Transcript: President Obama's remarks on Donald Trump's election, WASH. POST, Nov. 9, 2016; *see also* Press Release, Nancy Pelosi, Pelosi Statement on 2016 Election (Nov. 9, 2016), http://www.democraticleader.gov/newsroom/pelosi-statement-on-2016-election/ ("The peaceful transfer of power is the cornerstone of our democracy.").

In addition, Congress has determined it is in the public interest to allow the President-Elect and his transition team to receive confidential national security briefings as early as practicable after the election. *See* Presidential Transition Act of 1963 § 3(8)(A)(v); *see also* 50 U.S.C. § 3342 (allowing for expedited security clearances for transition team members). In addition, secret service protection is mandatory for the President-Elect. *See* 18 U.S.C. § 3056(a)(1). President-Elect Trump's duties and privileges as the future President thus commenced the moment he was elected.

B. The Transition Process is All-Consuming.

President-Elect Trump and his transition team have only 69 days to prepare to lead the country. The task is momentous, exceedingly complex, and requires careful coordination involving the respective staffs and teams of both President Obama and President-Elect Trump. In fewer than three months, the President-Elect must be prepared to manage 15 executive departments, more than 100 federal agencies, 2 million civilian employees, and a budget of almost $4 trillion. *See* Ex. 1, L. ELAINE HALCHIN, CONG. RESEARCH SERV., RL34722, PRESIDENTIAL TRANSITIONS: ISSUES INVOLVING OUTGOING AND INCOMING ADMINISTRATIONS 2–3 (2016); Ex. 2, P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE 10 (spec. ed. 2016). He needs to devote this intensive period to transitioning the vast functions of the federal government to an administration that has yet to be formed.

The concerns weighing in favor of "judicial deference and restraint" for a sitting President are just as acute for a President-Elect. Whereas a sitting President already has a functioning administration in place, the President-Elect is in the process of building one from the ground up. Ex. 3, H.R. COMM. ON OVERSIGHT AND GOV'T REFORM, 112TH CONG., POLICY AND SUPPORTING POSITION (Plum Book) (Comm. Print 2012) (2016 edition not yet available); Ex. 2, P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE 12, 61, 63 (spec. ed. 2016). This entails a process of assessing key issues facing numerous agencies, their

workforces, and how their work will fit into policy priorities. Ex. 2, P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE 12 (spec. ed. 2016); Ex. 4, Press Release, The White House Office of the Press Secretary, Fact Sheet: Facilitating a Smooth Transition to the Next Administration (Nov. 10, 2016), https://www.whitehouse.gov/the-press-office/2016/11/10/fact-sheet-facilitating-smooth-transition-next-administration (describing briefings on agencies provided to the President-Elect's Agency Review Teams and policy teams). And it requires the President-Elect to establish relationships with appointees, members of Congress, governors, and foreign leaders. Ex. 2, P'SHIP FOR PUBLIC SERV., PRESIDENTIAL TRANSITION GUIDE 13 (spec. ed. 2016). These vital responsibilities cannot be delegated.

Further, because the Presidency is shifting from one political party to another, President-Elect Trump and his team must devote substantial work to developing policy priorities and a plan to implement those priorities in both Houses of Congress. *See* Ex. 1, L. ELAINE HALCHIN, CONG. RESEARCH SERV., RL34722, PRESIDENTIAL TRANSITIONS: ISSUES INVOLVING OUTGOING AND INCOMING ADMINISTRATIONS 5 (2016); Ex. 5, POLITICO PRO, THE PRESIDENTIAL TRANSITION ROADMAP 3 (2016). Like Presidents before him, President-Elect Trump will enter the White House confronting significant policy decisions, likely including legislation in the first 100 days of his Presidency and the upcoming congressional term. *See* Ex. 5, POLITICO PRO, THE PRESIDENTIAL TRANSITION ROADMAP 4 (2016). This requires intensive planning now with direct involvement by President-Elect Trump.

The transition period also has significant security implications, particularly because foreign enemies may perceive the United States to be more vulnerable during a Presidential transition. Ex. 1, L. ELAINE HALCHIN, CONG. RESEARCH SERV., RL34722, PRESIDENTIAL TRANSITIONS: ISSUES INVOLVING OUTGOING AND INCOMING ADMINISTRATIONS 3, 24 (2016). As such, the new national security team

must be selected, complete security clearances, and be fully briefed along with President-Elect Trump to begin work before the inauguration to ensure the continued safety of the country.[6] *See* Intelligence Reform and Terrorism Prevention Act of 2004, Pub. L. No. 108-458, § 7601, 118 Stat. 3638, 3856–58 (2004). As part of that effort, President-Elect Trump will soon begin to receive the same detailed, top-secret briefings intelligence officials give President Obama.[7] Requiring the President-Elect to defend himself in a civil trial while "preparing for the vast challenges a political novice will face in assuming the presidency"[8] threatens the effectiveness of this transition.

In sum, there is no question that President-Elect Trump's duties, even before he takes office, are momentous and warrant deference.[9] An order allowing a continuance would be consistent with every other case involving the participation of Presidents in litigation. *See Jones*, 520 U.S. at 719 ("Case law . . . strongly supports the principle that judges hearing a private civil damages action against a sitting President may not issue orders that could significantly distract a President from his official duties.") (Breyer, J., concurring).[10]

---

[6] *See* Russell Berman, *"The Most Important Takeover of Any Organization in History,"* THE ATLANTIC (Apr. 22, 2016), http://www.theatlantic.com/politics/archive/2016/04/improving-the-presidential-transition-2016/477528/ (discussing extensive transition efforts for national security officials before the 2009 inauguration).

[7] Mark Hosenball, *Donald Trump Set To Receive Top Secret Security Briefings*, THE HUFFINGTON POST (Nov. 9, 2016), http://www.huffingtonpost.com/entry/trump-security-briefings_us_5823dcbfe4b0d9ce6fc0cb09.

[8] *See* Josh Gerstein, *President-Elect Trump due to appear in court at trial starting later this month*, POLITICO (Nov. 9, 2016), http://www.politico.com/story/2016/11/donald-trump-court-university-231082.

[9] In recognition of the importance of the transition period, the Consolidated Appropriations Act, 2016, includes $13.278 million for activities authorized by the Pre-Election Presidential Transition Act of 2010. Pub. L. No. 114-113, 129 Stat. 2242 (codified at 3 U.S.C. § 102 note) (2015). Funding covers, for example, compensation of the President-Elect's office staff, travel, office space, and orientation meetings for key personnel. *Id.*

[10] *See also Fitzgerald*, 457 U.S. at 753 (noting that civil lawsuits "could distract a

C. Plaintiffs Will Suffer Minimal Prejudice From Brief Continuance.

As the Court has previously pointed out, this case is six years old and plaintiff Sonny Low is of advanced age.[11] However, we submit that a short continuance of the trial will cause no prejudice to plaintiffs. Plaintiffs seek only monetary relief and claim a right to pre-judgment interest. *See* Pls.' Am. Pretrial Conf. Order. Delay in the recovery of monetary damages is insufficient prejudice to support the denial of a reasonable continuance. *See CMAX, Inc. v. Hall*, 300 F.3d 265, 268–69 (9th Cir. 1962); *see also Kingdom of Sweden v. Melius*, 2015 WL 7574463, at *3 (C.D. Cal. Nov. 25, 2015) ("The Ninth Circuit has held that a delay in the recovery of money damages does not constitute a sufficiently strong showing of damage to the non-moving party when determining whether a grant of a stay of proceedings was an abuse of discretion.") (citing *CMAX*, 300 F.2d at 268–269); *Liberty Surplus Ins. Corp. v. IMR Contractors Corp.*, 2009 WL 1010842, at *4 (N.D. Cal. Apr. 14, 2009) (same).

A reasonable continuance will also allow the parties to explore resolution of both the *Low* and *Cohen* cases, including through alternative methods of resolution such as private arbitration.

President from his public duties, to the detriment of not only the President and his office but also the nation that the Presidency was designed to serve"); *United States v. Fromme*, 405 F. Supp. 578, 583 (E.D. Cal. 1975) (acknowledging "the high office of the President and being mindful of the inconvenience and burden the subpoena will impose upon him" and permitting President Ford to testify via video deposition at a "place and time of his choosing"); *United States v. Poindexter*, 732 F. Supp. 142, 1446 (D.D.C. 1990) (permitting former President Reagan to testify as witness in a criminal trial via video and noting that the case law evidences that courts "have . . . sought to exercise this power in a way that would be least damaging to the Presidency or onerous to the particular individual occupying the Office . . . ."); *United States v. McDougal*, 934 F. Supp. 296, 298 (E.D. Ark. 1999) (allowing President Clinton to testify in criminal proceeding from White House, as travel would be "unduly burdensome"); *In re Bush*, 287 S.W.3d 899, 903 (Tex. Ct. App. 2009) (disallowing deposition of former President Bush as unnecessary).

[11] There has been no indication or contention that Mr. Low is not in good health.

III. CONCLUSION

This is an unprecedented circumstance. A brief continuance of the trial date will allow for the preservation of the President-Elect's trial testimony and enable both pending cases to proceed to trial within months without further interference or delay while allowing President-Elect to fulfill his transition obligations.[12]

DATED: November 12, 2016

O'MELVENY & MYERS LLP
DANIEL M. PETROCELLI
DAVID MARROSO
DAVID L. KIRMAN

/s/ Daniel M. Petrocelli
Daniel M. Petrocelli

1999 Avenue of the Stars
Los Angeles, CA 90067
Telephone: (310) 553-6700
Fax: (310) 246-6779

Attorneys for Defendants

[12] If the Court denies the relief requested herein, defendants respectfully request a temporary stay of proceedings to permit defendants to seek emergency relief pursuant to 28 U.S.C. § 1651 and Circuit Rule 27-3. The Court has discretion to grant a stay pending the outcome of appellate proceedings. *See Nken v. Holder*, 556 U.S. 418, 421, 433–34 (2009); *Lair v. Bullock*, 697 F.3d 1200, 1203 (9th Cir. 2012) (citation omitted). In deciding whether a stay is warranted, the Court must balance: (1) the likelihood that defendants will succeed on appeal in obtaining the relief sought herein; (2) the potential harm to the President-Elect in the absence of a stay; (3) whether a stay will substantially injure plaintiffs; and (4) the public interest in a stay. *See Lair*, 697 F.3d at 1203; *Leiva-Perez v. Holder*, 640 F.3d 962, 964–70 (9th Cir. 2011). These factors—especially the ***public interest*** in ensuring a proper transition of power—all overwhelmingly favor a temporary stay to permit appellate consideration. *Golden Gave Rest. Ass'n v. City & Cnty. of S.F.*, 512 F.3d 1112, 1115–16 (9th Cir. 2008) (citing *Lopez v. Heckler*, 713 F.2d 1432, 1435 (9th Cir. 1983)).

DANIEL M. PETROCELLI (S.B. #97802)
dpetrocelli@omm.com
DAVID MARROSO (S.B. #211655)
dmarroso@omm.com
DAVID L. KIRMAN (S.B. #235175)
dkirman@omm.com
O'MELVENY & MYERS LLP
1999 Avenue of the Stars
Los Angeles, California 90067-6035
Telephone: (310) 553-6700
Facsimile: (310) 246-6779

JILL A. MARTIN (S.B. #245626)
jmartin@trumpnational.com
TRUMP NATIONAL GOLF CLUB
One Trump National Drive
Rancho Palos Verdes, CA 90275
Telephone: (310) 202-3225
Facsimile: (310) 265-5522

Attorneys for Defendants
DONALD J. TRUMP and TRUMP UNIVERSITY, LLC

UNITED STATES DISTRICT COURT

SOUTHERN DISTRICT OF CALIFORNIA

SONNY LOW et al., on Behalf of Themselves and All Others Similarly Situated,

Plaintiffs,

v.

TRUMP UNIVERSITY, LLC et al.,

Defendants.

Case No. 10-CV-940-GPC(WVG)

DECLARATION OF DANIEL M. PETROCELLI IN SUPPORT OF DEFENDANTS' *EX PARTE* APPLICATION TO CONTINUE TRIAL DATE

DATE: EX PARTE
TIME: EX PARTE
COURT: 2D
JUDGE: HON. CURIEL

I, Daniel M. Petrocelli, declare as follows:

1. I am an attorney licensed to practice in California. I am a partner of the law firm O'Melveny & Myers LLP, and counsel of record for defendants Donald J. Trump and Trump University ("defendants"). I have personal knowledge of the matters stated herein, and, if called upon, I could and would competently testify thereto.

2. I submit this declaration in support of defendants' *Ex Parte* Application to Continue Trial Date.

3. On November 10, 2016, I communicated with plaintiffs' counsel by text message at 8:02 AM that defendants intended to advise the Court they would be filing a motion seeking a continuance of the trial until after the Presidential inauguration. At the hearing before the Court later that day, I informed the Court in the presence of plaintiffs' counsel that defendants intended to file a motion to continue the trial date in this matter. At that time, I explained the basis for defendants' request, and the Court stated that defendants may file the papers.

4. Attached hereto as Exhibit 1 is a true and correct copy of a document entitled "Presidential Transitions: Issues Involving Outgoing and Incoming Administrations" by L. Elaine Halchin, dated September 29, 2016, which was retrieved from http://www.crs.gov on or about November 10, 2016.

5. Attached hereto as Exhibit 2 is a true and correct copy of a document entitled "Presidential Transition Guide" by the Center for Presidential Transition, dated April 2016, which was retrieved from http://www.presidentialtransition.org on or about November 10, 2016.

6. Attached hereto as Exhibit 3 is a true and correct copy of a document entitled "Policy and Supporting Positions" by the House of Representatives Committee on Oversight and Government Reform, dated December 1, 2012, which was retrieved from http://www.fdsys.gov on or about November 11, 2016.

7. Attached hereto as Exhibit 4 is a true and correct copy of a document

entitled "Fact Sheet: Facilitating a Smooth Transition to the Next Administration" dated November 10, 2016, which was retrieved from https://www.whitehouse.gov/the-press-office/2016/11/10/fact-sheet-facilitating-smooth-transition-next-administration, on or about November 11, 2016.

8. Attached hereto as Exhibit 5 is a true and correct copy of a document entitled "The Presidential Transition Roadmap" by PoliticoPro, dated 2016, which was retrieved from http://go.politico.com/rs/966-KHF533/images/The_Presidential_Transition_Roadmap_The_Definitive_Guide.pdf on or about November 10, 2016.

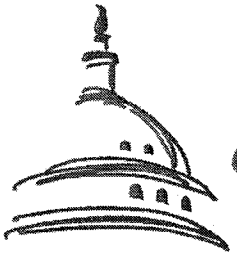
I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct. Executed this 12th day of November 2016, at Los Angeles, California.

O'MELVENY & MYERS LLP
DANIEL M. PETROCELLI

/s/ Daniel M. Petrocelli

Daniel M. Petrocelli
Attorneys for Defendants
Donald J. Trump and
Trump University
E-mail: dpetrocelli@omm.com

EXHIBIT 1



Congressional Research Service
Informing the legislative debate since 1914

Presidential Transitions: Issues Involving Outgoing and Incoming Administrations

L. Elaine Halchin, Coordinator
Specialist in American National Government

September 29, 2016

Congressional Research Service
7-5700
www.crs.gov
RL34722

CRS REPORT
Prepared for Members and
Committees of Congress

Summary

The crux of a presidential transition is the transfer of executive power from the incumbent to the President-elect. Yet the transition process encompasses a host of activities, beginning with pre-election planning and continuing through inauguration day. The process ensures that the federal government provides resources to presidential candidates' transition teams, and, eventually, the President-elect's team; and includes close coordination between the outgoing and incoming Administrations. The Presidential Transition Act (PTA) of 1963, as amended, established formal mechanisms to facilitate presidential transitions and authorizes the Administrator of General Services to provide facilities and services to eligible presidential candidates and the President-elect. A presidential transition facilitates the establishment of a new Administration and prepares it to govern. Additionally, as noted by the Senate Committee on Homeland Security and Governmental Affairs in a report on S. 1172 (114th Congress, Presidential Transitions Improvements Act of 2015), planning for a presidential transition helps to ensure the nation's security.

The smooth and orderly transfer of power generally is a notable feature of presidential transitions, and a testament to the legitimacy and durability of the electoral and democratic processes. Yet, at the same time, a variety of events, decisions, and activities contribute to what some may characterize as the unfolding drama of a presidential transition. Interparty transitions in particular might be contentious. Using the various powers available, a sitting President might use the transition period to attempt to secure his legacy or effect policy changes. Some observers have suggested that, if the incumbent has lost the election, he might try to enact policies in the waning months of his presidency that would "tie his successor's hands." On the other hand, a President-elect, once in office, and eager to establish his policy agenda and populate his Administration with his appointees, will be involved in a host of decisions and activities, some of which might modify or overturn the previous Administration's actions or decisions.

The President's authority to exercise power begins immediately upon being sworn into office and continues until he is no longer the office holder. By the same token, while congressional oversight of the executive branch is continuous, some activities may take on special significance at the end or beginning of an Administration. The disposition of government records (including presidential records and vice presidential records), protections against "burrowing in" (which involves the conversion of political appointees to career status in the civil service), the granting of pardons, and the issuance of "midnight rules" are four activities associated largely with the outgoing President's Administration. The incumbent President may also submit a budget to Congress, or he may defer to his successor on this matter. Continuing this transition process, the first actions of a new President generally focus on establishing the priorities and leadership of the Administration. These can include executive orders, appointments to positions that require Senate confirmation as well as those that do not, and efforts to influence the pace and substance of agency rulemaking.

Depending upon the particular activity or function, the extent and type of Congress's involvement in presidential transitions may vary. As an example of direct involvement, the Senate confirms the President's appointees to certain positions. On the other hand, Congress is not involved in the issuance of executive orders, but it may exercise oversight, or take some other action regarding the Administration's activities.

Contents

Introduction 1
Establishing a Presidential Transition Framework 2
Presidential Transitions and National Security 3
Overview of Issues Related to Presidential Transitions 3
Personnel—Political-to-Career Conversions ("Burrowing In") 6
Appointments to Career Positions 7
Office of Personnel Management Approval 8
New Reporting Requirement for OPM 9
Government Accountability Office Review 10
Congressional Oversight in the 114th Congress 11
Issues for Congressional Consideration 12
Government Records 13
Federal Records 13
A New Definition for Federal Records 14
Administration Recordkeeping Guidance and Requirements 15
NARA's Administration Transition Bulletins 16
Presidential Records 16
Amendments to the Presidential Records Act 17
Growth in Records and Volume 18
Executive Clemency 19
Background 19
Possible Congressional Concerns 20
Acts of Clemency Might Restrict Oversight of the Executive Branch 20
Acts of Clemency Might Have Implications for U.S. Foreign Relations 21
Cybersecurity Issues 21
Cybersecurity Incident Coordination 21
Positions with Cybersecurity Responsibilities 23
National Security Considerations and Options 24
Risks Accompanying the Presidential Transition Period 25
Presidential Transition Period Considerations 25
Congressional and Executive Branch Options 25
Agency Rulemaking 26
Overview of Midnight Rulemaking 26
Regulatory Moratoria and Postponements 27
Options for Congress: Oversight of Midnight Rules 28
Congressional Review Act 29
Appropriations Provisions 30
Executive Branch Political Appointments into the Next Presidency 31
Appointment Authority for Officers of the United States 31
Tenure during a Transition for a Confirmed Appointee 32
Tenure during a Transition for a Recess Appointee 33
Judicial Branch Appointments 34
Vacancies Awaiting a New President 35
Timing of Nominations Made by a New President 36

Executive Orders 36
Timing and Volume of Executive Orders 38
Content of Executive Orders 39
Submission of the President's Budget in Transition Years 40
Is the Outgoing or Incoming President Required to Submit the Budget? 41
Transition Year Budgets: Deadlines and Timing of Recent Submissions 41
Transition Year Budgets: Special Messages and Budget Revisions 42

Tables

Table 1. Average Monthly Clemency Petitions Granted, Prior to and During the Final Four Months of Selected Administrations 20
Table 2. Number of Executive Orders Issued During Presidential Transitions, 1977 - Present 38

Contacts

Author Contact Information 43
Key Policy Staff 43

Introduction

At its heart, a presidential transition is the transfer of executive power from the incumbent President to his or her successor. A single step—taking the oath of the office of President—accomplishes this transfer. However, a successful transition between the incumbent Administration and the incoming Administration begins with pre-election planning and continues through inauguration day. It involves key personnel from the outgoing and incoming Presidents' staffs, requires resources, and includes a host of activities, such as vetting candidates for positions in the new Administration, helping to familiarize the incoming Administration with the operations of the executive branch, and developing a comprehensive policy platform. The importance of a well-organized, coherent transition has been underscored by the ongoing security concerns following the terrorist attacks of September 11, 2001. In 2015, the Senate Committee on Homeland Security and Governmental Affairs (HSGAC) acknowledged the importance of presidential transition planning in "prevent[ing] disruptions that can create vulnerabilities to the nation's security," adding that "[t]he challenges and risks identified by the Committee have only increased since 2010."[1]

Over the years, presidential administrations' commitment to and involvement in transition activities have varied. As the Partnership for Public Service has noted,

> For much of American history, presidential transitions were carried out without very much advance planning or even cooperation from the sitting chief executive. A president-elect was not expected to come to the nation's capital until the inauguration and had few if any substantial policy or procedural discussions with the outgoing administration.[2]

Additionally, presidential candidates generally have eschewed pre-election planning. Their reluctance to begin transition activities prior the general election appears to stem from, at least in part, a concern that the appearance of presuming victory could lead to criticism or possibly even a backlash at the polls. Other possible reasons why they might defer transition activities until after the election include concerns that such activities "could tax limited resources, [or] distract or conflict key campaign staff...."[3]

Growing recognition of the necessity of a well-planned, organized, and coordinated transition to a new Administration's ability to assume responsibility on inauguration day for governing has shifted stakeholders' perspectives. Contributing to the impetus for a more robust transition with a longer lead time (i.e., pre-election planning) was the realization that the period of time between the date of the general election and inauguration day is insufficient for accomplishing necessary tasks and activities given the complexity of a presidential transition and the federal government. In its report on legislation that subsequently was enacted as P.L. 111-283, Pre-Election Presidential Transition Act of 2010, HSGAC wrote: "By codifying Congress's view that candidates should start transition planning before the election, this legislation seeks to remove the

[1] U.S. Congress, Senate Committee on Homeland Security and Governmental Affairs, *Presidential Transitions Improvements Act of 2015*, report to ac company S. 1172, 114th Cong., 1st sess., July 27, 2015, S.Rept. 114-94 (Washington: GPO, 2015), pp. 2-3.

[2] Partnership for Public Service, *Ready to Govern: Improving the Presidential Transition*, January 2010, p. 1.

[3] U.S. Congress, Senate Homeland Security and Governmental Affairs Committee, *Pre-Election Presidential Transition Act of 2010*, report to accompany S. 3106, 111th Cong., 2nd sess., August 2, 2010, S.Rept. 111-239 (Washington: GPO, 2010), p. 3.

stigma related to it and make pre-election transition planning an accepted part of a successful transition process."[4]

Establishing a Presidential Transition Framework

The passage and implementation of the Presidential Transition Act (PTA) of 1963 and subsequent amendments led to the provision of services and facilities to transition teams and the establishment of formal mechanisms to facilitate presidential transitions while legitimizing pre-election planning by candidates.[5] Under this statute, the Administration is authorized to provide pre-election transition support to eligible candidates, required to establish a White House Transition Coordinating Council and an Agency Transition Directors Council, and authorized to provide transition-related facilities and services to the incoming Administration. This commitment of resources on the part of the federal government (particularly the White House), as well as on the part of the presidential candidates, and, ultimately, the President-elect, highlights the importance of the presidential transition to the continuity of operations of the federal government. A successful transition facilitates the formation of a new Administration, familiarizes top-level personnel (who may not have prior public service experience) with the operations of the federal government generally or particular agencies, and prepares the incoming Administration to govern.

Governing presents its own challenges to a new Administration. The Partnership for Public Service notes that an incoming President "is responsible for making more than 4,000 appointments and managing an organization with a budget of nearly $4 trillion and more than 2 million civilian employees performing missions as diverse as national defense, securing our borders, conducting medical research and reducing homelessness."[6] The number of federal agencies and the variety of their missions serve as a proxy for the complexity of the federal government. The 15 executive departments alone are responsible for a broad range of missions, policies, functions, and programs, yet they represent a small percentage of the hundreds of federal government entities.[7] As suggested above, reviewing the staffing needs of a new Administration provides another perspective on the complexity of the federal government. Bradley Patterson estimated that, in 2008, 7,854 positions were to be filled by the President and the White House staff.[8] This figure included 1,756 presidential appointees requiring Senate confirmation, 2,530 presidential appointees that did not require Senate confirmation, 400 federal judicial appointees,

[4] Ibid.

[5] P.L. 88-277, Presidential Transition Act of 1963; P.L. 100-398, Presidential Transition Effectiveness Act of 1988; P.L. 106-293, Presidential Transition Act of 2000; Section 7601 of P.L. 108-458, Intelligence Reform and Terrorism Prevent Act (IRTPA) of 2004; P.L. 111- 283, Pre-Election Presidential Transition Act of 2010; and P.L. 114-136, Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015. The Presidential Transition Act of 1963, as amended, may be found in 3 U.S.C. §102 note. For information regarding the Presidential Transition Act, as amended, see CRS Report RS22979, *Presidential Transition Act: Provisions and Funding*, by Henry B. Hogue.

[6] Center for Presidential Transition, Partnership for Public Service, *Presidential Transition Guide*, April 2016, 2nd ed., p. 10.

[7] The executive departments are Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, Interior, Justice, Labor, State, Transportation, Treasury, and Veterans Affairs. See https://www.usa.gov/federal-agencies/a for a list of federal government organizations.

[8] Martha Joynt Kumar, *Before the Oath: How George W. Bush and Barack Obama Managed a Transfer of Power* (Baltimore: Johns Hopkins University Press, 2015), p. 19.

944 White House staff positions, and 2,224 non-career Senior Executive Service and Schedule C positions.[9]

Presidential Transitions and National Security

In light of the terrorist attacks of September 11, 2001, recent terrorist incidents in the United States and abroad, and the threat of a terrorist attack on the 2009 inauguration, an overarching issue for presidential transitions is national security. During the hours leading up to the January 20, 2009, inauguration of Barack Obama, the Federal Bureau of Investigation (FBI) briefed senior officials with the Bush Administration and the President-elect's team on a threat involving a possible attack on the National Mall during the ceremony.[10] An attack did not materialize, but the identification of a threat emphasized the need for both the outgoing and incoming Administrations to be "well prepared for the events of the day ahead of them" to ensure everyone's safety.[11] The 2009 threat might indicate that, despite the robust nature of the federal government (including, notably, the Department of Defense (DOD) and the Department of Homeland Security (DHS)), America's adversaries may perceive that the United States could be particularly vulnerable during a presidential transition.

Amendments to the PTA have addressed, in part, the need to bolster the federal government's readiness for possible transition-related incidents and the need for the incoming Administration to be prepared to take responsibility for national security immediately following the inauguration. The most recent amendment to the PTA, P.L. 114-136, required the Secretary of Homeland Security to submit a report no later than February 15, 2016, to HSGAC, the House Committee on Organization and Government Reform, and the House Committee on Homeland Security on the "threats and vulnerabilities facing the United States during a presidential transition."[12] Another amendment to the PTA requires the appropriate government officials to provide a summary of "specific operations threats to national security; major military or covert operations; and pending decisions on possible uses of military force" to the President-elect.[13]

Overview of Issues Related to Presidential Transitions

For a sitting President who is not re-elected (and barring any electoral disputes), or is concluding a second term, election day marks the beginning of the end of his presidency. While some commentators would argue that a lame duck President can accomplish little during the 11 weeks between election day and inauguration day, William G. Howell and Kenneth R. Mayer offer an alternative perspective:

> Portraits of outgoing presidents going quietly into the night overlook an important feature of American politics, and of executive power—namely, the president's ability to unilaterally set public policy.... Using executive orders, proclamations, executive agreements, national security directives, memoranda, and other directives, presidents

[9] Bradley H. Patterson, James P. Pfiffner, and David E. Lewis, *The White House Office of Presidential Personnel*, The White House Transition Project, Report 2009-27, 2008, p. 5, at http://whitehousetransitionproject.org/wp-content/uploads/2016/03/WHTP-2009-27-Presidential-Personnel.pdf.

[10] Ibid., p. 3.

[11] Ibid.

[12] Sec. 6(a) of P.L. 114-136. The Office of Intelligence and Analysis, Department of Homeland Security, produced the report, *Analysis of Threats and Vulnerabilities During the Presidential Transition*, which is dated August 8, 2016.

[13] Sec. 7601 of P.L. 108-458 (a)(1).

> have at their disposal a wide variety of means to effectuate lasting and substantive policy changes, both foreign and domestic.[14]

Howell and Mayer also note that an outgoing President's level of activity during his final months in office is influenced by the party of his successor. An outgoing President whose successor is from the same political party "has little cause to hurry through a slew of last-minute directives."[15] When the opposing party is poised to regain control of the White House, however, the sitting President might "exercise these powers with exceptional zeal, making final impressions on public policy in the short time" available before inauguration day.[16] Moreover, the incumbent might use the transition period to enact policies and effect changes that might stymie his successor.

> A curious thing happens during the last one hundred days of a presidential administration: political uncertainty shifts to political certitude. The president knows exactly who will succeed him—his policy positions, his legislative priorities, and the level of partisan support he will enjoy within the new Congress. And if the sitting president (or his party) lost the election, he has every reason to hurry through last-minute public policies, doing whatever possible to tie his successor's hands.[17]

During the 20th and 21st centuries, beginning with Theodore Roosevelt, who took office in 1901, there have been 18 presidential transitions, 11 of which were interparty transitions. The Presidents who came into office and replaced a President of another party include the following: Woodrow Wilson, Warren G. Harding, Franklin D. Roosevelt, Dwight D. Eisenhower, John F. Kennedy, Richard M. Nixon, Jimmy Carter, Ronald W. Reagan, William J. Clinton, George W. Bush, and Barack H. Obama.

Regardless of an incumbent President's intentions, however, his decisions and actions in several areas—as well as the activities of his Administration—could affect his successor, and could be a cause for congressional concern. Acting unilaterally, a President can issue executive orders,

---

[14] William G. Howell and Kenneth R. Mayer, "The Last One Hundred Days," *Presidential Studies Quarterly*, vol. 35 (2005), p. 537. Notable examples of "last-minute presidential actions" include the following:

> It was President John Adams's 'Midnight' appointments, which [his successor Thomas] Jefferson refused to honor, that prompted the landmark *Marbury v. Madison* Supreme Court decision. Grover Cleveland created a twenty-one-million-acre forest reserve to prevent logging, an act that lead to an unsuccessful impeachment attempt and the passage of legislation annulling the action. Then, in response to the congressional uprising, 'Cleveland issued a pocket veto and left office'.... Jimmy Carter negotiated for the release of Americans held hostage in Tehran, implementing an agreement on his last day in office with ten separate executive orders, many of which sharply restricted the rights of private parties to sue the Iranian government for expropriation of their property.... In late December 1992, George Bush pardoned six Reagan administration officials who were involved in the Iran-Contra scandal, a step that ended Independent Counsel Lawrence Walsh's criminal investigation. '[In] a single stroke, Mr. Bush swept away one conviction, three guilty pleas, and two pending cases, virtually decapitating what was left of Mr. Walsh's effort, which began in 1986'.... [D]uring his final days in office Clinton 'issued scads of executive orders' on issues ranging from protecting the Hawaiian Islands Coral Reef Ecosystem Reserve to prohibiting the importation of rough cut diamonds from Sierra Leone to curbing tobacco use both domestically and abroad. Ibid., pp. 534-535.

[15] Ibid., p. 538.

[16] Ibid.

[17] Ibid., p. 533. On the other hand, the incumbent Administration might be a significant resource for the President-elect and his team: "One of the most important transition opportunities an incoming President and his team has is the outgoing administration. They are a source of valuable information on personnel positions and can be used to take some actions smoothing the path of the incoming administration." Martha Joynt Kumar et al., *Meeting the Freight Train Head On: Planning for the Transition to Power*, The White House 2001 Project, White House Interview Program, Report No. 2, August 18, 2000, p. 9.

appoint individuals to positions that do not require Senate confirmation (PA positions), and make recess appointments. Additionally, the President can appoint individuals to positions which require Senate approval (PAS positions); the Administration can influence the pace of agency rulemaking; significant decisions regarding presidential and vice presidential records may be made; and some political appointees might be converted to civil service positions in a practice known as "burrowing in."

Depending upon the timing, frequency, content (in the case of executive orders and regulations), and other salient features of certain presidential or Administration actions or decisions, some may question the propriety of an outgoing Administration's actions during the presidential transition period. Certain decisions or actions could affect the incoming President, "forcing [him] to choose between accepting objectional policies as law or paying a steep political price for trying to change them."[18]

In addition to the possibility of having to address certain actions taken by the outgoing Administration, a new President and his staff have to deal with "the challenges of moving from a campaign to a governing stance," which can include handling "the issues of staffing, management, agenda setting, and policy formulation.... "[19] Eager to hit the ground running, an incoming President can use the same tools his predecessor did during the transition period—for example, executive orders, agency rulemaking, and political appointments—to establish his policy agenda, populate the executive branch with his appointees, and possibly overturn or modify some of his predecessor's policies and actions. If the sitting President defers to his successor regarding the submission of a budget, this is an additional task for the newly elected President. Alternatively, if the incumbent submits a budget, his successor may revise it.

In sum, the significance of the transition period for the President-elect cannot be overstated: "Since the advent of the modern presidency under Franklin D. Roosevelt, the actions that presidents-elect undertake before inauguration day have been seen by scholars, journalists, other observers, and even presidents themselves as critical in determining their successes—and failures—once in office."[20]

Congress has a role to play in presidential transitions, though the extent and type of its involvement varies. It is most directly involved in the confirmation of presidential appointees (that is, individuals appointed to PAS positions), the budget process, and, under certain circumstances, oversight of agency rulemaking. Other Administration activities, such as the issuance of executive orders, the disposition of presidential records and vice presidential records, and the granting of pardons, may be of interest to Congress, and, in some cases, might become the subject of congressional oversight or other congressional action. Even the practice of "burrowing in" has warranted congressional interest.

Even though, generally, overlap exists among presidential transition-related topics and issues, the sections in this report are grouped into three categories. Issues that primarily or solely involve the outgoing Administration include personnel (political-to-career conversions), government records, and executive clemency. Cybersecurity and national security are related to the actual transition. The remaining category includes issues that span the outgoing and incoming Administrations:

---

[18] Howell and Mayer, "The Last One Hundred Days," p. 535.

[19] Ibid.

[20] John P. Burke, *Becoming President: The Bush Transition, 2000-2003* (Boulder, CO: Lynne Rienner Publishers, 2004), p. 1.

agency rulemaking, executive branch appointments, judicial branch appointments, executive orders, and submission of the President's budget.

Personnel—Political-to-Career Conversions ("Burrowing In")[21]

Some individuals, who are serving in appointed (noncareer) positions in the executive branch, convert to career positions in the competitive service, the Senior Executive Service (SES), or the excepted service.[22] This practice, commonly referred to as "burrowing in," is permissible when laws and regulations governing career appointments are followed. While such conversions may occur at any time, frequently they do so during the transition period when one Administration is preparing to leave office and another Administration is preparing to assume office.

Generally, these appointees were selected noncompetitively and are serving in such positions as Schedule C,[23] noncareer SES, or limited tenure SES[24] that involve policy determinations or require a close and confidential relationship with the department or agency head and other top officials. Many of the Schedule C appointees receive salaries at the GS-12 through GS-15 pay levels.[25] The noncareer and limited tenure members of the SES receive salaries under the pay schedule for senior executives that also covers the career SES.[26] Career employees, on the other hand, are to be selected on the basis of merit and without political influence following a process that is to be fair and open in evaluating their knowledge, skills, and experience against that of other applicants. The tenure of noncareer and career employees also differs. The former are generally limited to the term of the Administration in which they are appointed or serve at the pleasure of the person who appointed them. The latter constitute a work force that continues the operations of government without regard to the change of Administrations. In 2007, Paul Light, a professor of government at New York University who studied appointees over several

[21] Prepared by Barbara L. Schwemle, Analyst in American National Government, Government and Finance Division. For a fuller explanation of this issue, see CRS Report RL34706, *Federal Personnel: Conversion of Employees from Appointed (Noncareer) Positions to Career Positions in the Executive Branch*, by Barbara L. Schwemle.

[22] Appointments to career competitive service positions include requirements for approved qualification standards, public announcement of job vacancies, rating of applicants, and completion of a probationary period and three years of continuous service; career SES positions include review by the Office of Personnel Management (OPM) and certification of a candidate's ability by a Qualifications Review Board (QRB); and career excepted service positions allow agencies to establish their own hiring procedures, but require those systems to conform to merit system principles and veterans preference. During agency head transitions, OPM suspends the processing of QRB cases under the authority of 5 C.F.R. §317.502(d).

[23] 5 C.F.R. §213.3301.

[24] Appointments to SES positions that have a limited term may be for up to 36 months, and those that are to meet an emergency (unanticipated or urgent need) may be for up to 18 months (5 U.S.C. §3132(a)(5)(6)).

[25] GS refers to the General Schedule, the pay schedule that covers white-collar employees in the federal government. As of January 2016, the salaries from GS-12, step 1, to GS-15, step 10, in the Washington, DC, pay area ranged from $77,490 to $160,300.

[26] Salaries for members of the SES are determined annually by agency heads "under a rigorous performance management system," and range from the minimum rate of basic pay for a senior level (SL) employee (120% of the minimum basic pay rate for GS-15; $123,175, as of January 2016; to either EX Level III ($170,400, as of January 2016); in agencies whose performance appraisal systems have not been certified by OPM as making "meaningful distinctions based on relative performance," or EX Level II ($185,100, as of January 2016); in agencies whose performance appraisal systems have been so certified.

Administrations, indicated that the pay, benefits, and job security of career positions underlie the desire of individuals in noncareer positions to "burrow in."[27]

Beyond the fundamental concern that the conversion of an individual from an appointed (noncareer) position to a career position may not have followed applicable legal and regulatory requirements, "burrowing in" raises other concerns. When the practice occurs, the following perceptions (whether valid or not) may result: that an appointee converting to a career position may limit the opportunity for other employees (who were competitively selected for their career positions, following examination of their knowledge, skills, and experience) to be promoted into another career position with greater responsibility and pay; or that the individual who is converted to a career position may seek to undermine the work of the new Administration whose policies may be at odds with those that he or she espoused when serving in the appointed capacity. Both perceptions may increase the tension between noncareer and career staff, thereby hindering the effective operation of government at a time when the desirability of creating "common ground" between these staff to facilitate government performance continues to be emphasized.[28]

Appointments to Career Positions

Appointments to career positions in the executive branch are governed by laws and regulations that are codified in Title 5 of the *United States Code* and Title 5 of the *Code of Federal Regulations*, respectively. For purposes of both, appointments to career positions are among those activities defined as "personnel actions," a class of activities that can be undertaken only in accordance with strict procedures. In taking a personnel action, each department and agency head is responsible for preventing prohibited personnel practices; for complying with, and enforcing, applicable civil service laws, rules, and regulations and other aspects of personnel management; and for ensuring that agency employees are informed of the rights and remedies available to them. Such actions must adhere to the nine merit principles and thirteen prohibited personnel practices that are codified at 5 U.S.C. §2301(b) and §2302(b), respectively. These principles and practices are designed to ensure that the process for selecting career employees is fair and open (competitive), and free from political influence.

Department and agency heads also must follow regulations, codified at Title 5 of the *Code of Federal Regulations*, that govern career appointments. These include Civil Service Rules 4.2, which prohibits racial, political, or religious discrimination, and 7.1, which addresses an appointing officer's discretion in filling vacancies. Other regulations provide that Office of Personnel Management (OPM) approval is required before employees in Schedule C positions may be detailed to competitive service positions, public announcement is required for all SES vacancies that will be filled by initial career appointment, and details to SES positions that are

[27] Christopher Lee, "Political Appointees 'Burrowing In,'" *Washington Post*, October 5, 2007, p. A19.

[28] See, for example, Robert Maranto, *Beyond a Government of Strangers: How Career Executives and Political Appointees Can Turn Conflict to Cooperation* (Lanham: Lexington Books, 2005), Chapters 2, 3, and 7 in Mark A. Abramson and Paul R. Lawrence (eds.), *Learning the Ropes: Insights for Political Appointees* (Lanham: Rowman and Littlefield Publishers, Inc., 2005), G. Edward DeSeve, *Speeding Up the Learning Curve: Observations From a Survey of Seasoned Political Appointees* (Washington: National Academy of Public Administration and the IBM Center for the Business of Government, 2009), Paul R. Lawrence and Mark A. Abramson, *Paths to Making a Difference Leading in Government* (Lanham: Rowman and Littlefield Publishers, Inc., 2011), and Partnership for Public Service, Center for Presidential Transition, "Presidential Transition Guide," January 20, 2016, available at http://presidentialtransition.org/publications/viewcontentdetails.php?id=845.

reserved for career employees (known as Career-Reserved) may only be filled by career SES or career-type non-SES appointees.[29]

During the period June 1, 2016, through January 20, 2017, which is defined as the Presidential Election Period, certain appointees are prohibited from receiving financial awards.[30] These appointees, referred to as senior politically appointed officers, are (1) individuals serving in noncareer SES positions; (2) individuals serving in confidential or policy determining positions as Schedule C employees; and (3) individuals serving in limited term and limited emergency positions.

When a department or agency, for example, converts an employee from an appointed (noncareer) position to a career position without any apparent change in duties and responsibilities, or the new position appears to have been tailored to the individual's knowledge and experience, such actions may invite scrutiny. OPM, on an ongoing basis, and GAO, periodically, conduct oversight related to conversions of employees from noncareer to career positions to ensure that proper procedures have been followed.

Office of Personnel Management Approval

A November 5, 2009, memorandum on "Political Appointees and Career Civil Service Positions," issued by then OPM Director John Berry to the heads of departments and agencies, established the policies that govern OPM's oversight of conversions of employees from appointed positions to career positions. The memorandum, citing Section 1104(b)(2) of Title 5, *United States Code*, and Section 5.2 of Title 5, *Code of Federal Regulations*, reiterated that "OPM requires Federal agencies to seek our approval before selecting a political appointee for a competitive service position during a Presidential election year" and "conducts merit staffing reviews of proposed SES appointments whenever they occur."[31] It also noted that, "if the proposed civil service job is below the SES level, OPM's review ha[d] been limited only to competitive service appointments and only those appointments that take place during a Presidential election year."[32]

In a significant change to this policy, the memorandum announced that departments and agencies "must seek prior approval from OPM before they can appoint a current or recent political appointee to a competitive or non-political excepted service position at any level." This policy became effective on January 1, 2010. A written authorization from OPM is required whenever an department or agency appoints:

> [a] current political Schedule A or Schedule C Executive Branch employee or a former political Schedule A or Schedule C Executive Branch employee who held the position within the last five years to a competitive or non-political excepted service position under title 5 of the U.S. Code; or
>
> [a] current Non-career SES Executive Branch employee or a former Non-career SES Executive Branch employee who held the position within the last five years to a competitive or non-political excepted service position under title 5 of the U.S. Code.

According to the memorandum, the central personnel agency "will continue to conduct merit staffing reviews for all proposed career SES selections involving a political Schedule A, Schedule

[29] These regulations are codified at 5 C.F.R. §300.301(c), 5 C.F.R. §317.501, and 5 C.F.R. §317.903(c), respectively.

[30] 5 U.S.C. §4508 and 5 C.F.R. §451.105.

[31] U.S. Office of Personnel Management, Memorandum for Heads of Departments and Agencies, from John Berry, Director, *Political Appointees and Career Civil Service Positions*, November 5, 2009.

[32] Ibid.

C, or non-career SES political appointee before the SES selections are presented to OPM's Qualifications Review Board (QRB) for certification of executive qualifications." OPM reminded agencies "to carefully review all proposed SES selections to ensure they meet merit system principles before such cases are forwarded to the QRB."[33]

OPM Director John Berry explained the policy change by saying that the agency's "responsibility to uphold the merit system is not limited to Presidential election years nor to competitive service appointments."[34] He also said that he "delegated decisionmaking authority over these matters to career Senior Executives at OPM to avoid any hint of political influence."[35] "Pre-Appointment Checklists" for Competitive Service Positions and Non-Political Excepted Service Positions were included as attachments to the OPM memorandum and list the documentation that a department's or agency's Director of Human Resources must submit to OPM along with a dated cover letter.

For the 2016 Presidential election year, OPM reminded the heads of departments and agencies of this policy in a memorandum issued on January 11, 2016, by Acting Director Beth Cobert. Attachment 3 of the memorandum, on the "Do's and Don'ts" of the policy, OPM cautioned departments and agencies not to

> [c]reate or announce a competitive or excepted service vacancy for the sole purpose of selecting a current or former political appointee, Schedule C employee or Noncareer SES employee; or
>
> [r]emove the Schedule C or Noncareer SES elements of a position solely to appoint the incumbent into the competitive or excepted service.[36]

The January 2016 memorandum also again stated the policies set forth in the November 2009 memorandum.

To assist departments and agencies, OPM also publishes the *Presidential Transition Guide to Federal Human Resources Management*.[37] The most current edition, released in June 2008, includes detailed guidance on standards of ethical conduct, appointments, and compensation for federal employees.

New Reporting Requirement for OPM

Section 4(b)(1) of P.L. 114-136 (S. 1172), the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvement Act of 2015, enacted on March 18, 2016[38] requires the OPM Director to provide annual reports to the Senate Committee on Homeland Security and

---

[33] Ibid.

[34] Ibid.

[35] Ibid.

[36] U.S. Office of Personnel Management, Memorandum for Heads of Departments and Agencies, from Beth Cobert, Acting Director, *Appointments and Awards During the 2016 Presidential Election Period*, January 11, 2016.

[37] U.S. Office of Personnel Management, *Presidential Transition Guide to Federal Human Resources Management*, June 2008, available at https://archive.opm.gov/ses/references/Transition_Guide.pdf.

[38] Senator Tom Carper introduced S. 1172, the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015, on April 30, 2015. The Senate Committee on Homeland Security and Governmental Affairs reported the bill (S.Rept. 114-94) on July 27, 2015. S. 1172 passed the Senate, with amendments, by unanimous consent on July 30, 2015. The House Committee on Oversight and Government Reform reported the bill (H.Rept. 114-384, Part I) on December 18, 2015. The bill had also been referred to the House Committee on Homeland Security which discharged it the same day. The House of Representatives passed S. 1172, amended, under suspension of the rules by voice vote on February 29, 2016. The Senate agreed to the House amendment to the Senate bill by unanimous consent on March 8, 2016.

Governmental Affairs and the House Committee on Oversight and Government Reform on requests by agencies[39] to appoint political appointees[40] or former political appointees[41] to covered civil service positions.[42] The reports are to cover a calendar year. The law states the data requirements for the reports.

It also requires that certain of the reports be provided quarterly, cover each quarter of the year, and the last quarterly report cover January 1 through January 20 of the following year. Such quarterly reports are required in the last term of a President or in the last year of the second consecutive term of a President, as applicable.

The name or title of a political appointee or a former political appointee may be excluded from a quarterly report if the OPM Director determines that would be appropriate. This circumstance would occur for an appointee who was requested to be appointed to a covered civil service position and was not appointed to a covered civil service position; or to whom a request to be appointed to a covered civil service position is pending at the end of the period covered by the report.

Government Accountability Office Review

Oversight by the GAO focuses on periodic review, after the fact, and, at the request of Congress, of conversions from political to career positions. The agency's most recent evaluation was published in June 2010, and reported on a review of conversions at 42 agencies. The results of that audit covered the period May 2005 through May 2009, and provide the most current retrospective data. Twenty-six agencies reported 139 conversions. Of that total, 79, or 57% occurred in "five agencies, the Departments of Justice, Homeland Security, Defense, Energy, and Commerce." Sixteen agencies reported no conversions. The evaluation found that:

> 117 of the conversions were at the GS-12 level or above and agencies appear to have used appropriate authorities and followed proper procedures in making the majority (92) of these 117 conversions;
>
> for seven conversions, agencies may not have adhered to merit systems principles or may have engaged in prohibited personnel practices or other improprieties. Five of these appointments were career competitive [and] two were appointments to the excepted service;
>
> for 18 conversions, agencies did not provide enough information for us to make a determination as to whether appropriate authorities and proper procedures were followed; and
>
> thirteen of these conversions were to competitive service positions and five were to career excepted service (non-Schedule C) positions.[43]

[39] Agency means an Executive department, a Government corporation, or an independent establishment.

[40] Political appointee means an individual serving in an appointment to a political position. The term political position means an Executive Schedule position, a non-career appointment in the Senior Executive Service, or a Schedule C position of a confidential or policy-determining character.

[41] Former political appointee means an individual who is not serving in an appointment to a political position, and served as a political appointee during the five-year period ending on the date of the request for an appointment to a covered civil service position in any agency.

[42] Covered civil service position means a position in the civil service that is not a temporary position; or a political position. The civil service consists of all appointive positions in the executive, judicial, and legislative branches, except positions in the uniformed services. 5 U.S.C. §2101.

[43] U.S. Government Accountability Office, *Personnel Practices: Conversions of Employees from Political to Career*
(continued...)

As part of its oversight of government operations, Congress also monitors conversions of employees from noncareer to career positions. Such oversight occurred just before and immediately after the presidential election of 2008, and is currently ongoing as the presidential election of 2016 nears.

Congressional Oversight in the 114th Congress

In a November 30, 2015, letter to Eugene Dodaro, Comptroller General, Senator Ron Johnson, Chairman of the Senate Committee on Homeland Security and Governmental Affairs; Senator John Thune, Chairman of the Senate Committee on Commerce, Science, and Transportation; Representative Fred Upton, Chairman of the House Committee on Energy and Commerce; and Representative Jason Chaffetz, Chairman of the House Committee on Oversight and Government Reform, asked GAO to review political appointee conversions to career federal civil service positions from June 1, 2009 through October 1, 2015. The Members also asked GAO to review the implementation and effectiveness of the OPM policy that became effective on January 1, 2010. The letter included additional requirements for GAO's review and suggested that "the GAO continue to conduct periodic reviews in the future to ensure consistent application of these rules."[44] It noted that the Members requested the study because "The possibility that political appointees are 'burrowing in'—through favoritism in the selection process, effectively taking civil positions that would otherwise be open to the public and awarded based on merit—may affect the integrity of the merit-based federal workforce."[45]

The next day, Timothy Dirks, then Interim President of the Senior Executives Association, sent a letter to the Senators commending them for requesting the GAO review. According to Mr. Dirks:

> SEA is particularly concerned about burrowing in to SES and equivalent positions. As you know, the positions that Senior Executives hold are some of the most difficult and complex in the federal government and require expertise that is built up from years of experience. We have seen some cases where political employees or candidates for employment are placed in Senior Executive positions for which they may be unqualified or less qualified than other candidates, or where their service as political appointees was given undue weight. Most of those experienced with the federal personnel system understand that this can be attempted through hiring actions with limited competitive areas of consideration, short announcement times and narrowly defined statements of required technical qualifications. Political influence and pressure can also contribute non-meritorious selections. We fully understand that some political appointees who make the switch to the career civil service may be the best candidates for the position, and believe that providing transparency and sunlight to the conversion process can aid in preventing its abuse.[46]

(...continued)

Positions May 2005-May 2009, GAO-10-688, June 2010, pp. 7, 9, 11. See also, U.S. Government Accountability Office, *Conversions of Selected Employees from Political to Career Positions at Departments and Selected Agencies*, GAO-10-356R, January 29, 2010.

[44] The letter requesting the review is available at U.S. Congress, Senate Committee on Homeland Security and Governmental Affairs, "Senate and House Leaders Seek GAO Review of Political Appointee Conversions to Federal Civil Service Positions," November 30, 2015, available at https://www.hsgac.senate.gov/media/majority-media/senate-and-house-leaders-seek-gao-review-of-political-appointee-conversions-to-federal-civil-service-positions.

[45] Ibid.

[46] Letter from Timothy M. Dirks to Senator Ron Johnson, Chairman of the Senate Committee on Homeland Security and Governmental Affairs; Senator John Thune, Chairman of the Senate Committee on Commerce, Science, and Transportation; Representative Fred Upton, Chairman of the House Committee on Energy and Commerce; and (continued...)

On February 16, 2016, Senator Orrin Hatch, Chairman of the Senate Finance Committee, and Representative Kevin Brady, Chairman of the House Ways and Means Committee, sent letters to the Department of Health and Human Services, the Department of the Treasury, the United States Trade Representative, and the Social Security Administration requesting information on personnel conversions of non-career employees. Specifically, the letters requested information on "every non-career employee[47] who has converted from [a] non-career position to a career or non-political excepted service position" within the respective department or agency, from the respective department or agency to another government agency, or from another agency to the respective department or agency, from January 1, 2009 to the present:[48] The letters also requested that the departments and agencies "provide the Committees with a list of all corrective actions[49] requested by OPM as a result of the pre-employment review process and the status of those actions."[50]

Issues for Congressional Consideration

In assessing the current situation, Congress may decide that the existing oversight is sufficient. If Congress determines that additional measures are needed to ensure that conversions from appointed (noncareer) positions to career positions are conducted according to proper procedures and are transparent, OPM could be directed to report to Congress on the operation of its current policy governing pre-appointment reviews, including recommendations on whether Section 1104 of Title 5, *United States Code*[51] should be amended to codify the policy. Congress also could direct the central personnel agency to report on whether any changes are needed, in the Presidential Election Period, that restrict financial awards to senior politically appointed officers. As discussed above, the dates of the Presidential Election Period are defined by law, and, in a presidential election year, cover the period from June 1 through the following January 20. Congress also could increase the penalties for violating civil service laws by "creat[ing] a misdemeanor offense for agency personnel who violate or contribute to the violation of the federal hiring statutes"[52] or examine whether Title 5 of the *United States Code* should be amended to prohibit conversion from political to career positions.

(...continued)

Representative Jason Chaffetz, Chairman of the House Committee on Oversight and Government Reform, December 1, 2015, available at https://seniorexecs.org/images/documents/policy_letters/SEALettertoChairmenonBurrowingIn00060860x87C30.pdf.

[47] A non-career employee includes, but is not limited to, a political appointee, Senior Executive Service employee, senior-level employee, and scientific or professional employee.

[48] The letters requesting the information are available at U.S. Congress, Senate Committee on Finance, "Hatch, Brady Call on Federal Agencies to Prevent Political Employee 'Burrowing,'" February 17, 2016, available at http://www.finance.senate.gov/chairmans-news/hatch-brady-call-on-federal-agencies-to-prevent-political-employee-burrowing. (Hereafter referred to as Hatch, Brady Letters.)

[49] 5 U.S.C. §1103(a)(5) provides that the Director of the Office of Personnel Management is to execute, administer, and enforce the civil service rules and regulations and the laws governing the civil service.

[50] Hatch, Brady Letters.

[51] 5 U.S.C. §1104, in part, covers delegations of authority for personnel management from the President to the Director of the Office of Personnel Management and from the director to agency heads.

[52] Lauren Mendolera, "How to Stop a Mole: A Look at Burrowing in the Federal Civil Service," *New York University Journal of Legislation and Public Policy*, Vol. 13:643, 2010, see pp. 665-671.

Government Records[53]

When a President leaves office, he and his Administration have likely generated millions of government records—some of which may be of long-term interest to Congress, federal agencies, incoming Presidents, researchers, and members of the general public. This section provides information on the laws and policies that govern these records. The section is divided into two topics—agency federal records and presidential records—because both types of records are generated during a presidential Administration and federal law places unique requirements on each.

Federal Records

Pursuant to the Federal Records Act (FRA; Chapters 21, 29, 31, and 33 of Title 44 of the U.S. Code), federal agency records in all three branches are to be created, retained, preserved, and accessed differently than records that qualify as presidential records, records of Congress, or Supreme Court records.[54] Responsibility for guiding and assisting the life cycle management of federal government records rests with the Archivist of the United States, who is the head of the National Archives and Records Administration (NARA).

The transition from one presidential Administration to another may prompt concerns that some federal records could be lost, improperly destroyed, or removed.[55] These concerns are heightened by the increasing number of platforms on which records can be created (e.g., Facebook, Instagram, iTunes, Flickr, Google+, Twitter, YouTube) and the increasing storage volume of records.[56] Since the most recent presidential transition in January 2009, several changes have occurred that directly affect the collection and retention of federal agency records. Among these

[53] Prepared by Wendy Ginsberg, Analyst in American National Government, Government and Finance Division.

[54] Laws and policies that govern presidential records are discussed in the section below.

[55] A 1989 General Accounting Office (GAO) report found that some senior Cabinet officials sought to remove federal records upon leaving office. See U.S. General Accounting Office, *Federal Records: Removal of Agency Documents by Senior Officials Upon Leaving Office*, GAO/GGD-89-91, July 1989, available at http://gao.gov/assets/150/148058.pdf. Proper management of federal records, regardless of the election cycle remains a concern for both NARA and the Government Accountability Office. In 2008, for example, GAO determined that "e-mail records were not being appropriately identified and preserved" at certain federal agencies. U.S. Government Accountability Office, *Federal Records: Agencies Face Challenges in Managing E-Mail*, GAO-08-699T, April 23, 2008, preliminary findings, available at http://www.gao.gov/assets/120/119711.pdf. In April 2010, NARA published a report on agencies' self-assessments of their recordkeeping Administration. The report found that 95% of agencies were rated as having moderate to high risk of improper records management. National Archives and Records Administration, *2010 Records Management Self-Assessment Report*, Washington, DC, February 22, 2011, p. 5, at http://www.archives.gov/records-mgmt/pdf/rm-self-assessmemt.pdf. The study included 251 respondent agencies and found a 25% to 27% error rate in certain survey responses, which NARA stated "raises questions more about the accuracy of the scores for individual agencies than for the results of the overall survey." Ibid., p. 2. In June 2010, GAO testified that federal records management "has received low priority within the federal government." U.S. Government Accountability Office, *Information Management: The Challenges of Maintaining Electronic Records*, GAO-10-838T, June 17, 2010, p. 17, at http://www.gao.gov/assets/130/124883.pdf. In June 2011, GAO found that many agencies lacked a formal policy on how to capture and maintain federal records created on social media. U.S. Government Accountability Office, *Social Media: Federal Agencies Need Policies and Procedures for Managing and Protecting Information They Access and Disseminate*, GAO-11-605, June 2011, at http://gao.gov/assets/330/320244.pdf.

[56] In its *Electronic Records Project, Summary Report for FY2005-FY2009*, NARA wrote that "[w]ith the volume and complexity of e-records increasing each year, it continues to be a challenge for both NARA and [f]ederal agencies to keep pace with the requirements to identify, schedule, and transfer to NARA all existing records." National Archives and Records Administration, *NARA's Electronic Records Project, Summary Report FY2005-FY2009*, p. 13, Washington, DC, June 15, 2010, at http://www.archives.gov/records-mgmt/resources/e-records-report.pdf.

changes were the enactment of a new definition of federal records and the Administration's release of various policy documents instructing executive branch agencies on various recordkeeping requirements.

A New Definition for Federal Records

Of particular concern for the 2016 transition is the updated definition of federal records, as amended by the Presidential and Federal Records Act Amendments of 2014 (P.L. 113-187).[57] The new definition of federal *records* reads as follows:

> Records includes all recorded information,[58] regardless of form or characteristics, made or received by a Federal agency under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of the data in them.

According to the congressional reports to accompany P.L. 113-187, the amended definition of federal records seeks to "shift the emphasis away from the physical media used to store information to the actual information being stored, regardless of form or characteristic."[59] Previously, the statutory definition of records included references to certain types of materials or platforms on which records could be created or captured, such as "books, papers, photographs" and "machine-readable formats." The amended definition, instead, refers more generically to "recorded information."

Federal agency staff will have to ensure that records that meet this new definition are appropriately captured and retained for as long as necessary, pursuant to law, regulation, and internal agency policies. The transition to a new President may not appear to directly affect the collection and retention of federal records at executive branch agencies because laws governing federal records, as defined above, are not contingent upon the start and end of presidential tenures. At the end of any presidential Administration, however, many political appointees in federal agencies will leave their positions. Upon their departure from federal service, these appointees will have to ensure that the federal records they have created are properly managed and preserved pursuant to the Federal Records Act.[60]

Those appointed to political positions at federal agencies within the new Administration will also have to apply the provisions of the Federal Records Act to information they generate as part of their job responsibilities. Additionally, the Obama Administration is the first to have used such a varied array of electronic platforms, making collection, retention, and future access to records created by and during the Obama Administration more complex. This complexity manifests in the release of various records collection and retention guidance issued during the Obama Administration, which will be described in greater detail below.

---

[57] For more details on the Presidential and Federal Records Act Amendments of 2014, see CRS Report R43072, *Common Questions About Federal Records and Related Agency Requirements*, by Wendy Ginsberg.

[58] *Recorded information* is further defined in 44 U.S.C. §3301 as "all traditional forms of records, regardless of physical form or characteristics, including information created, manipulated, communicated, or stored in digital or electronic form."

[59] U.S. Congress, Senate Committee on Homeland Security and Governmental Affairs, *Presidential and Federal Records Act Amendments of 2014*, 113th Cong., 2nd sess., July 23, 2014, S.Rept. 113-218 (Washington: GPO, 2014), p. 5.

[60] FRA; 44 U.S.C. Chapters 21, 29, 31, and 33.

Administration Recordkeeping Guidance and Requirements

In addition to implementing the new statutory definition of a federal record, federal government agencies will also be responsible for applying NARA's records management guidance, directives, and bulletins to existing and new federal records. Many of the NARA policy documents have addressed concerns related to the rapid growth of records in an increasing variety of electronic formats.

Among the more prominent policies published during the Obama Administration was the 2012 "Managing Government Records Directive." This directive, issued jointly by NARA and OMB, required, among other things, that all executive branch agencies must manage all email records in an electronic format by the end of 2016, and manage all permanent electronic records electronically by 2019.[61] The directive also called on federal officials to work with private industry to "produce economically viable automated records management" options, including technologies that would be "suitable approaches for the automated management of email, social media, and other types of digital record content."[62] In May 2015, GAO released a report stating that of the 24 agencies examined, five had yet to meet the directive's requirements.[63]

In 2013, NARA established the Capstone approach to help agencies meet the 2016 deadline for managing email electronically.[64] The Capstone approach suggests that agencies may manage email collection and retention based on the email account holder, rather than by the individual content of the email records. The approach calls for the automated capture of the email accounts of senior agency officials, thereby treating their emails presumptively as permanent records. Under this approach, other agency employee email accounts would be maintained as generating temporary records for a set period of time, e.g., seven years. In 2013 and 2014, NARA also released guidance concerning the unlawful removal of records,[65] managing social media records[66] and managing email records.[67]

---

[61] In 2014, a majority of federal agencies (73%, 188 agencies) reported using a "print and file" method of manage email records. See U.S. National Archives and Records Administration, "Records Management Self-Assessment 2014," p. Appendix II-29, available at http://www.archives.gov/records-mgmt/resources/self-assessment-2014.pdf.

[62] See Jeffrey D. Zients and David S. Ferriero, *Managing Government Records Directive*, U.S. Office of Management and Budget and National Archives and Records Administration, M-12-18, Washington, DC, August 24, 2012, at http://www.whitehouse.gov/sites/default/files/omb/memoranda/2012/m-12-18.pdf.

[63] U.S. Government Accountability Office, *Information Management: Additional Actions Are Needed to Meet Requirements of the Managing Government Records Directive*, GAO-15-339, May 2015, at http://gao.gov/assets/680/670195.pdf.

[64] National Archives and Records Administration, *Guidance on a New Approach to Managing Email Records*, NARA Bulletin 2013-02, April 29, 2013, at http://www.archives.gov/records-mgmt/bulletins/2013/2013-02.html.

[65] National Archives and Records Administration, Guidance for Agency Employees on the Management of Federal Records, Including Email Accounts, and the Protection of Federal Records from Unauthorized Removal, NARA Bulletin 2013-03, September 9, 2013, at http://www.archives.gov/records-mgmt/bulletins/2013/2013-03.html. This guidance superseded Allen Weinstein, Protecting Federal Records and Other Documentary Materials from Unauthorized Removal, National Archives and Records Administration, NARA Bulletin 2008-02, Washington, DC, February 4, 2008, at http://www.archives.gov/records-mgmt/bulletins/2008/2008-02.html.

[66] National Archives and Records Administration, *Guidance on Managing Social Media Records*, NARA Bulletin 2014-02, October 25, 2013, at http://www.archives.gov/records-mgmt/bulletins/2014/2014-02.html..

[67] David Ferriero, National Archives and Records Administration, *Guidance on Managing Email*, NARA Bulletin 2014-06, September 15, 2014, at http://www.archives.gov/records-mgmt/bulletins/2014/2014-06.html; National Archives and Records Administration, *Guidance on Managing Email*.

NARA's Administration Transition Bulletins

In previous presidential election years, NARA issued a bulletin reminding agency heads of the regulations regarding proper records management.[68] Previous NARA bulletins have focused on which records are to remain in the custody of executive departments and agencies, and which ones may be removed by the outgoing Administration.

The 2008 bulletin, for example, stated that departing officials and employees could remove extra copies of records when they left their agencies "with the approval of a designated official of the agency, such as the agency's records officer or legal counsel."[69] The bulletin, however, reminded readers that if such materials were otherwise restricted—for example, because they contained personally identifiable information or classified material—they "must be maintained in accordance with the appropriate agency requirements."[70] The bulletin provided additional guidance detailing how to identify a federal record, how to properly store or dispose of qualifying records, and how to respond to the unauthorized removal of records. Criminal penalties can be levied for the unauthorized removal or destruction of, concealment of,[71] and unauthorized disclosure of federal records.[72]

In February 2016, NARA re-issued its long-standing guidance on "Documenting Your Public Service" to assist federal employees in the proper management of federal records. This guidance also stated that "It is important for agencies to ensure employees are aware of their records management responsibilities, especially as we approach the upcoming Presidential transition."[73]

Presidential Records

For almost two centuries, the official papers of Presidents were considered their personal property, which they could take with them when they departed from office. That practice changed with the Presidential Records Act of 1978 (PRA), which establishes that all presidential records created on or after January 20, 1981, were automatically government property that would transfer into the legal and physical control of the Archivist when a President leaves office.[74] The statute also covers the official records of the Vice President.[75] Pursuant to the PRA, incumbent Presidents are responsible for managing their records during the tenure of their Administrations. The act

[68] As stated in the first line of the 2008 bulletin, which was issued on February 4, 2008, its purpose "is to remind heads of Federal agencies that official records must remain in the custody of the agency." National Archives and Records Administration, *Protecting Federal Records and Other Documentary Materials from Unauthorized Removal*, NARA Bulletin 2008-02, February 4, 2008, at http://www.archives.gov/records-mgmt/bulletins/2008/2008-02.html?template=print. NARA did not release such a bulletin in 2012, a presidential election year in which President Obama was reelected.

[69] National Archives and Records Administration, *Protecting Federal Records and Other Documentary Materials from Unauthorized Removal*, NARA Bulletin 2008-02, February 4, 2008, at http://www.archives.gov/records-mgmt/bulletins/2008/2008-02.html?template=print.

[70] Ibid.

[71] 18 U.S.C. §2071.

[72] 5 U.S.C. §552a(i); 18 U.S.C. §793-794, 798.

[73] National Archives and Records Administration, "Documenting Your Public Service," at http://www.archives.gov/records-mgmt/publications/documenting-your-public-service.html.

[74] 44 U.S.C. §§2201-2207. The records for President Ronald Reagan were the first records governed by the Presidential Records Act.

[75] 44 U.S.C. §2207.

applies to the records of Presidents dating back to Reagan.[76] A 2008 article written by NARA's Director of the Presidential Materials Staff stated that

> NARA works with White House and vice presidential counsels, the White House Office of Records Management, the National Security Council, the White House Gifts Office, and other White House offices and the Office of the Vice President to receive approval to move early and to coordinate on what records and artifacts can move when. Additionally, throughout the presidential administration, these offices have worked to establish initial control and arrangement over the records and artifacts, provide preliminary descriptions at the folder, box, or artifact level, and to ready these materials for eventual transfer to NARA.[77]

The PRA defines *presidential records* as "documentary materials ... created or received by the President, the President's immediate staff, or a unit or individual of the Executive Office of the President whose function is to advise or assist the President ....."[78] In turn, the term *documentary materials* includes

> all books, correspondence, memorandums, documents, papers, pamphlets, works of art, models, pictures, photographs, plats, maps, films, and motion pictures, including, but not limited to, audio, audiovisual, or other electronic or mechanical recordations, whether in analog, digital, or any other form.[79]

The statute further states, "Nothing in this Act shall be construed to confirm, limit, or expand any constitutionally-based privilege which may be available to an incumbent or former President."[80] This provision constituted a recognition of the President's historical, constitutionally-based privilege to exercise discretion regarding the provision of information sought by another co-equal branch of the federal government—i.e., executive privilege.[81]

For FY2017, the Executive Office of the President's Office of Administration requested $7.6 million "for data migration services for processing of records of the department President and Vice President ... and for other transition-related administrative expenses."[82]

Amendments to the Presidential Records Act

Successive presidential Administrations have interpreted the PRA differently.[83] In November 2014, Congress enacted and President Obama signed into law the Presidential and Federal

---

[76] All presidential records in federal presidential libraries dedicated to the records of Presidents who served prior to Ronald Reagan (Herbert Hoover through Jimmy Carter) are materials donated to the libraries' collections. Those records are released according to the dictates of the applicable President (if he is living) or the dictates of the families of the former President (if he is deceased). For more information on presidential libraries, see CRS Report R41513, *The Presidential Libraries Act and the Establishment of Presidential Libraries*, by Wendy Ginsberg, Erika K. Lunder, and Daniel J. Richardson.

[77] Nancy Kegan Smith, "Escorting a Presidency into History: NARA's Role in a White House Transition," *Prologue Magazine* , Winter 2008, vol. 40, no. 4, available at http://www.archives.gov/publications/prologue/2008/winter/transitions.html.

[78] 44 U.S.C. §2201(2).

[79] 44 U.S.C. §2201(1).

[80] 44 U.S.C. §2204(c)(2).

[81] See Louis Fisher, *The Politics of Executive Privilege* (Durham, NC: Carolina Academic Press, 2004); and Mark J. Rozell, *Executive Privilege: Presidential Power, Secrecy, and Accountability*, 2nd ed., rev. (Lawrence, KS: University Press of Kansas, 2002).

[82] Executive Office of the President, *Congressional Budget Submission: Fiscal Year 2017*, Washington, DC, 2016, p. AS-3, at https://www.whitehouse.gov/sites/default/files/docs/fy2017eopbudgetfinalelectronic.pdf.

Records Act Amendments of 2014 (P.L. 113-187), which codifies some parts of the PRA that have historically been interpreted in various ways by incumbent Presidents.

The law, among other things, amended the PRA to explicitly provide a 60-day review period to the incumbent and applicable former President any time the Archivist intends to publicly release previously unreleased presidential records. The review period can be extended for an additional 30 days if the Archivist receives a statement from the incumbent or former President that "such an extension is necessary to allow an adequate review of the record."[84] The law also codified the requirement that any claim of executive privilege must be made by the applicable former President or by the incumbent President.[85] P.L. 113-187 also prohibits anyone convicted of inappropriately using, removing, or destroying NARA records from accessing presidential records.

Growth in Records and Volume

Pursuant to the PRA, presidential records are provided to NARA at the end of each presidential Administration.[86] As a result, NARA has tracked the increasing volume and varied electronic formats employed by each Administration.

In June 2010, GAO submitted testimony to the House Committee on Oversight and Government Reform's Subcommittee on Information Policy, Census, and National Archives on "The Challenges of Managing Electronic Records." GAO stated that the "[h]uge volumes of electronic information" were a "major challenge" in agency record management.[87]

> Electronic information is increasingly being created in volumes that pose a significant technical challenge to our ability to organize it and make it accessible. An example of this growth is provided by the difference between the digital records of the George W. Bush administration and that of the Clinton administration: NARA has reported that the Bush administration transferred 77 terabytes[88] of data to the [National] Archives [and Records Administration] on leaving office, which was about 35 times the amount of data transferred by the Clinton administration.[89]

On April 25, 2013, a NARA blog post provided additional details on the records being transferred to the George W. Bush Library and Museum in Dallas, TX—"more than 70 million pages of textual records, 43,000 artifacts, 200 million emails (totaling roughly 1 billion pages), and 4 million digital photographs (the largest holding of electronic records of any of our libraries)."[90]

(...continued)

[83] See E.O. 12667; E.O. 13233; and E.O. 13489.

[84] 44 U.S.C. §2208(a)(3)(B).

[85] H.R. 1144 and H.R. 3071, both introduced in the 112th Congress, included similar provisions.

[86] 44 U.S.C. §§2201-2207. NARA is to be provided the universe of qualifying presidential records at the end of each Administration.

[87] U.S. Government Accountability Office, *Information Management: The Challenges of Managing Electronic Records*, GAO-10-838T, June 17, 2010, p. 10, at http://gao.gov/assets/130/124883.pdf

[88] A terabyte is about 1 trillion bytes, or 1,000 gigabytes.

[89] U.S. Government Accountability Office, *Information Management: The Challenges of Managing Electronic Records*, p. 10. GAO stated in its written testimony that it did not independently verify these reported volumes of records.

[90] National Archives and Records Administration, "Prologue: Pieces of History," April 25, 2013, at http://blogs.archives.gov/prologue/?p=12073. The George H.W. Bush Presidential Library and Museum, by comparison, contains 1 million photographs and 10,000 videotapes. See George H.W. Bush Presidential Library and (continued...)

Pursuant to the PRA, NARA is responsible for the custody, control, and preservation of the records of former Presidents. NARA has worked with incumbent Presidents as they prepare to leave office to ensure the capture and preservation of records generated through social media. Examples may be found in the preserved *whitehouse.gov* content available through the websites of the Clinton and George W. Bush Libraries.[91]

In 2015, Archivist David Ferriero stated in a NARA blog about the forthcoming Barack Obama Presidential Library that

> [t]he transfer of electronic records is one of the most complex and challenging parts of a presidential transition since the volume and variety of records generated or received by presidential administrations has increased exponentially.[92]

Executive Clemency[93]

Background

Article II of the Constitution provides the President with the explicit authority to "grant Reprieves and Pardons for Offences against the United States." The general term for this authority is executive clemency, of which the more commonly used term, presidential pardon, is but one form. Executive clemency may also take the form of commutation, which is the reduction of a prison sentence; remission, which is the reduction of a fine or mandated restitution; or reprieve, which delays the imposition of punishment.[94]

The President has few restrictions on how and when executive clemency may be exercised, other than it may only apply to violations of federal laws—thereby precluding state criminal or civil proceedings from its scope—and it may not be used to interfere with the Congress's power to impeach.[95] Clemency in the form of a pardon, for example, may be granted at any time, even before charges have been filed.[96] In addition, while not frequently done, a President may bestow clemency on groups, as President Abraham Lincoln did when he issued a pardon to all persons who participated in the "rebellion" against the United States (with a number of conditions and exceptions).[97]

The President's use of this broad authority may come under increased scrutiny during a period of transition, in part because Presidents have historically granted petitions for clemency at a higher

(...continued)

Museum, "FAQs," at http://bushlibrary.tamu.edu/research/faq.php.

[91] Information provided electronically to the author by NARA on March 21, 2014. The George W. Bush websites archive is at http://georgewbush-whitehouse.archives.gov, and the William J. Clinton websites archive is at http://clintonlibrary.gov/_previous/archivesearch.html.

[92] David Ferriero, "Creating the Obama Library," *Prologue Magazine*, vol. 47, no. 3 (Fall 2015), at https://www.archives.gov/publications/prologue/2015/fall/archivist.html. For more on the establishment of a presidential library for President Obama, see CRS Report R41513, *The Presidential Libraries Act and the Establishment of Presidential Libraries*, by Wendy Ginsberg, Erika K. Lunder, and Daniel J. Richardson.

[93] Prepared by Garrett Hatch, Specialist in American National Government, Government and Finance Division.

[94] U.S. Department of Justice, Office of the Pardon Attorney, available at http://www.usdoj.gov/pardon/.

[95] CRS Report RS20829, *An Overview of the Presidential Pardoning Power*, by T.J. Halstead, available upon request.

[96] Ibid.

[97] U.S. President (Lincoln), "The Proclamation of Amnesty and Reconstruction," December 8, 1863, available at http://www.history.umd.edu/Freedmen/procamn.htm.

rate in the closing months of their Administrations. **Table 1** shows that since 1945, every president that completed his term of office, except President Lyndon B. Johnson, increased the rate at which he granted clemency in the final four months of his Administration, when compared to his previous months in office.

Table 1. Average Monthly Clemency Petitions Granted, Prior to and During the Final Four Months of Selected Administrations

President	Prior to Final Four Months of Administration	Final Four Months of Administration
Harry S. Truman	22 per month	25 per month
Dwight D. Eisenhower	10 per month	53 per month
Lyndon B. Johnson	21 per month	0 per month
Gerald R. Ford	11 per month	34 per month
Jimmy Carter	11 per month	20 per month
Ronald W. Reagan	4 per month	8 per month
George H.W. Bush	1 per month	10 per month
William J. Clinton	2 per month	65 per month
George W. Bush	2 per month	8 per month

Source: U.S. Department of Justice, Office of the Pardon Attorney, available at http://www.usdoj.gov/pardon/.

Notes: Clemency statistics include pardons, commutations, and remissions of fines. Figures have been rounded to the nearest whole number. President Obama has granted clemency 22 times between taking office in the second quarter of FY2009 and the end of FY2012, an average of less than 1 per month.

Controversial acts of clemency may be among those granted in the final months of an Administration, such as President G. H.W. Bush's pardon of key figures in the Iran-Contra affair on Christmas Eve, 1992—less than four weeks before the end of his term—and President Clinton's pardon of commodities trader Marc Rich, which was issued on President Clinton's last day in office.[98]

Possible Congressional Concerns

Acts of Clemency Might Restrict Oversight of the Executive Branch

Ongoing investigations into the conduct of executive branch officials may be impeded or effectively ended by acts of clemency. As previously noted, President G.H.W. Bush pardoned six former officials from President Reagan's Administration for their roles in the Iran-Contra affair, including two officials who had been indicted but had not yet been to trial. These pardons essentially ended the Independent Counsel's criminal investigation, which had begun six years earlier.

[98] Eric Lichtblau and Davan Maharaj, "Clinton Pardon of Rich a Saga of Power, Money and Influence," *Los Angeles Times*, February 18, 2001, at http://articles.latimes.com/2001/feb/18/news/mn-27173.

Acts of Clemency Might Have Implications for U.S. Foreign Relations

In one of his last acts before leaving office, President G.W. Bush commuted the sentences of two U.S. Border Patrol agents convicted of shooting a Mexican citizen who had crossed illegally into Texas. The government of Mexico, which has been highly critical of what it deems "the excessive use of force" by American border authorities, was opposed to any clemency for the agents.[99] Mexico's assistant foreign minister for North American affairs criticized the commutation, describing it as "a very bad and difficult to understand message" that appeared to put "demands by anti-immigrant groups" ahead of "the efforts of the Mexican government."[100] It has also been suggested President G.W. Bush, prior to leaving office, considered clemency for soldiers convicted of crimes committed while serving at Abu Ghraib prison in Iraq.[101]

Cybersecurity Issues[102]

The increasing importance of maintaining U.S. cybersecurity has made it a critical element of the nation's broader national security apparatus. The 2015 National Security Strategy highlights "cyber" as a "shared space" (akin to oceans, air and space) and an element of national security.[103] Additionally, the Director of National Intelligence (DNI) included an assessment of cyberspace-based threats in the 2016 *Worldwide Threat Assessment of the US Intelligence Community.*[104]

Although cybersecurity is an ongoing concern, the presidential transition period may present its own set of challenges in this area. Cybersecurity concerns may be heightened if a cybersecurity incident occurs during the transition, or positions (including PAS and non-PAS) with cybersecurity responsibilities are not filled in a timely manner.

Cybersecurity Incident Coordination

An architecture that allows federal agencies to coordinate their responsibilities for cybersecurity incidents is vital to the federal government's capability to prepare for, respond to, or recover from a cybersecurity incident. On July 26, 2016, President Obama released Presidential Policy Directive 41 (PPD-41), "United States Cyber Incident Coordination," which provides a unifying architecture for a coordinated cyber incident response among federal departments and agencies.[105]

---

[99] "Mexico Slams Border Shooting, US Congress for Failing to Pass Immigration Bill," *New York Times*, Global Edition, August 9, 2008, available at http://www.iht.com/articles/ap/2007/08/10/america/LA-GEN-Mexico-Immigration.php.

[100] Todd J. Gillman and Laura Isenee, "Bush Commutes Sentences of Border Patrol Agents," *Dallas Morning News*, January 20, 2009, available at http://www.dallasnews.com/sharedcontent/dws/news/world/mexico/stories/012009dnnatborder.cb9616f.html.

[101] Keith Koffler, "Stevens Case Puts Spotlight on Pardons," *Roll Call Newspaper Online*, October 28, 2008, available at http://www.rollcall.com/news/29610-1.html.

[102] Prepared by Chris Jaikaran, Analyst in Cybersecurity Policy, Government and Finance Division

[103] The White House, *National Security Strategy*, Washington, DC, February 2015, https://www.whitehouse.gov/sites/default/files/docs/2015_national_security_strategy.pdf.

[104] U.S. Congress, Senate Committee on Armed Services, *Worldwide Threat Assessment of the US Intelligence Community*, Statement for the Record, prepared by James R. Clapper, Director of National Intelligence, 114th Cong., 2nd sess., February 9, 2016, at https://www.dni.gov/files/documents/SASC_Unclassified_2016_ATA_SFR_FINAL.pdf.

[105] U.S. President (Obama), Presidential Policy Directive 41,"United States Cyber Incident Coordination," July 26, 2016, at https://www.whitehouse.gov/the-press-office/2016/07/26/presidential-policy-directive-united-states-cyber-incident; U.S. President (Obama), Annex for PPD-41, United States Cyber Incident Coordination, "Federal Government Coordination Architecture for Significant Cyber Incidents," July 26, 2016,
(continued...)

PPD-41 establishes incident response principles which are shared by the victim entity and any entity which may assist them (whether a private security firm or federal agency). When responding to an incident, federal government agencies are to be guided by the following principles: (1) the relevant federal agencies, private sector and individuals share responsibility for responding to the incident; (2) the federal government's response is to be based on a risk assessment; (3) the federal government is to safeguard incident details, privacy, civil liberties, and sensitive information, to the extent permitted by law; (4) the federal government's response is to be unified; and (5) the federal response is to be carried out in a way that facilitates the recovery and restoration of the entity that experienced the incident.[106]

The directive also establishes federal agency lines of effort and the lead agency for each line of effort.

- *Threat Response* includes activities related to law enforcement and national security investigations to gather evidence and identify the actor(s) responsible for the incident. The Department of Justice (DOJ), acting through the Federal Bureau of Investigation (FBI) and the National Cyber Investigative Joint Task Force (NCIJTF), is the government lead for this line of effort.
- *Asset Response* includes providing technical assistance to the victim entity to mitigate the impacts of the incident and restore functionality. The Department of Homeland Security (DHS), acting through the National Cybersecurity and Communications Integration Center (NCCIC), is the federal lead for this line of effort.
- *Intelligence Support* includes activities related to intelligence collection in support of threat and asset response activities and analysis. The Office of the Director of National Intelligence (ODNI), acting through the Cyber Threat Intelligence Integration Center (CTIIC), is the federal lead for this line of effort.

The Department of Defense (DOD) does not have the lead for a line of effort, but it is identified as the lead for the Defense Industrial Base critical infrastructure sector and is required to participate in national response planning.

Although the stated aim of this policy is to help stakeholder communities understand how the U.S. government will respond to a cybersecurity incident, it does not discuss the allocation of agencies' responsibilities. Specifically, PPD-41 does not address the matter of agencies' unique responsibilities and shared (or overlapping) responsibilities for cybersecurity beyond the duration of time when agencies are responding to an incident.

The intelligence community (IC) provides an intelligence briefing to each party's presidential candidate. The topics and issues covered in these briefings reportedly align with the Director of National Intelligence's "Worldwide Threat Assessment" report to Congress.[107] The Worldwide Threat Assessment for 2016 began with a discussion of cybersecurity and technology threats, to include challenges presented by the Internet-of-Things, artificial intelligence, integrity of

(...continued)

at https://www.whitehouse.gov/the-press-office/2016/07/26/annex-presidential-policy-directive-united-states-cyber-incident.

[106] Obama, Presidential Policy Directive 41,"United States Cyber Incident Coordination."

[107] Justin Fischel, "Classified Intelligence Briefings For Presidential Candidates: Questions Answered," *ABC News*, August 5, 2016, at http://abcnews.go.com/Politics/classified-intelligence-briefings-presidential-candidates-questions-answered/story?id=41145433.

information, infrastructure weaknesses, targeting of personally identifiable information, and deterrence in cyberspace.[108] The assessment also identified Russia, China, Iran, North Korea and non-state actors as the greatest threat actors in cyberspace.[109]

Positions with Cybersecurity Responsibilities

Another possible issue involves the cybersecurity qualifications of executive branch political appointees, particularly agency heads, and the implications for the federal government and the nation, if some positions are not filled in a timely manner.[110]

Some agency heads, such as the Secretaries of Defense and Homeland Security, lead organizations that have cybersecurity missions. However, all federal agency heads have a cybersecurity responsibility for their agencies' systems, data and networks. Per the Federal Information Security Management Act (FISMA; P.L. 113-283), each agency head is responsible for

> providing information security protections commensurate with the risk and magnitude of the harm resulting from unauthorized access, use, disclosure, disruption, modification, or destruction of information collected or maintained by or on behalf of the agency; and information systems used or operated by an agency or by a contractor of an agency or other organization on behalf of an agency.[111]

In recent years, Congress has included agency heads in hearings over cybersecurity incidents. For example, in April 2016, the Senate Finance Committee included the Commissioner of the Internal Revenue Service (IRS) on a panel during a hearing on cybersecurity.[112] Because of their overarching managerial responsibilities (namely, with budget and resource prioritization), agency heads have cybersecurity responsibilities incumbent in their positions, regardless of the overall agency's cybersecurity roles and responsibilities.

Other cybersecurity responsibilities may belong to other officials within federal agencies. Chief Information Security Officers (CISOs) have explicit responsibilities for the security of an agency's information technology in the Clinger-Cohen Act of 1996 and the Federal Information Technology Acquisition Reform Act (FITARA).[113]

In the event a nationally significant cybersecurity incident occurs while one or more cybersecurity positions are vacant, the possible implications are unknown. Agencies are responsible for planning for vacancies and devolving responsibilities to career employees.[114] Furthermore, PPD-41 establishes a Cyber Response Group (CRG) to coordinate national policy and a Cyber Unified Coordination Group (Cyber UCG) to coordinate national operations.

---

[108] Clapper, *Worldwide Threat Assessment of the US Intelligence Community.* statement for the record,

[109] Ibid.

[110] CRS Report R44083, *Appointment and Confirmation of Executive Branch Leadership: An Overview*, by Henry B. Hogue and Maeve P. Carey.

[111] 44 U.S.C. §3554.

[112] U.S. Congress, Senate Committee on Finance, *Cybersecurity and Protecting Taxpayer Information*, 114th Cong., 2nd sess., April 12, 2016.

[113] The Clinger-Cohen Act, otherwise known as the Information Technology Management Reform Act of 1996, was included in the National Defense Authorization Act of 1996, P.L. 104-406. FITARA is P.L. 113-291.

[114] 3 U.S.C. §102 note; PTA, §4(f)(2).

Through these coordination mechanisms, federal agencies would have an opportunity to become aware of key vacancies and adjust their policy or operational responses accordingly.[115]

National Security Considerations and Options[116]

A presidential transition period[117] is a unique time in America and holds the promise of opportunity, as well as a possible risk to the nation's security interests. While changes in Administration during U.S. involvement in national security-related activities are not unique to the 2016-2017 election period, many observers suggest that the current security environment may portend a time of increased risk. Whether the enemies of the United States choose to undertake action that may harm the nation's security interests during the 2016-2017 election transition period, or the new President experiences a relatively peaceful period during the transition, many foreign policy and security challenges will await the new Administration. Collaboration and coordination during the presidential election period between the current Administration and that of the new one may have a long-lasting effect on the new President's ability to effectively safeguard U.S. interests and may affect the legacy of the outgoing President.

On a given day the outgoing Administration has the ability to change the policies of a nation and possibly affect the international security environment, yet the following day the President and the national security leadership team may be replaced by a new set of leaders who could have different strategy and policy goals.[118] This political dynamic, coupled with the inherent uncertainty accompanying a presidential transfer of power, may provide an opportunity for those who wish to harm U.S. security interests. Unlike other man-made incidents that may occur with little warning, the presidential transition period offers a broadly defined time frame in which an enemy of the United States may decide to undertake an incident of national security significance[119] in an attempt to manipulate the nation's foreign and domestic policies.[120]

---

[115] U.S. President (Obama), Presidential Policy Directive 41,"United States Cyber Incident Coordination"; U.S. President (Obama), Annex for PPD-41, United States Cyber Incident Coordination, "Federal Government Coordination Architecture for Significant Cyber Incidents."

[116] Prepared by John W. Rollins, Specialist in Terrorism and National Security, Foreign Affairs, Defense and Trade Division. For a thorough explanation of national security considerations and options during presidential transitions, see CRS Report R42773, *2012-2013 Presidential Election Period: National Security Considerations and Options*, by John W. Rollins.

[117] The presidential *election* period encompasses all pre- and post-election day transition-related issues and activities whereas the presidential *transition* period ranges from the day of the election to the inauguration.

[118] William P. Marshall and Jack M. Beermann, "The Law of Presidential Transitions," Boston University School of Law Working Paper No. 05-15, 2005, pp. 1 - 2. "The outgoing President retains all the formal legal powers of the presidency, yet his last electoral success is four years removed and his political capital is at low ebb.... [H]e may also affirmatively want to create obstacles to prevent his successor from too quickly achieving political and policy success." Ibid. "The incoming president, on the other hand, will be focused on beginning her own initiatives and ... may desire to expeditiously reverse the policies of the previous president." Ibid., p. 2. "When the two Presidents are from opposing parties, the conflicts during the transition period, certainly, will be even more acute." Ibid.

[119] While an "incident of national security significance" could entail a catastrophic natural disaster, this term, for purposes of this report, is used to describe foreign and domestic security-related man-made acts, including a terrorist attack (in the United States, against interests overseas, or against an ally), significant offensive action against troops deployed overseas, assassination of a U.S. or foreign leader, seizure or attacking of an embassy or consulate, a change in the political environment where the United States is undertaking stabilization activities, significant foreign power nuclear-related activity, or a foreign power or extremist group taking military action against a U.S. ally.

[120] Transitions in American government power are not reserved for the executive branch. Congressional elections and changes in state and local leadership are also occasions where individuals wishing to harm U.S. national security interests could place the nation at risk. While the focus of this section is on security implications during a presidential (continued...)

Risks Accompanying the Presidential Transition Period

Many national security observers speculate that extremist groups and some foreign powers might prefer to take action just prior to or after election day. However, the timing of such acts may be solely based on the convergence of an entity attaining a desired capability with a perceived best opportunity to successfully complete its objective. Furthermore, an attack or event that occurs at any time during the presidential transition period could affect the transition and the Administration's policies.[121]

Presidential Transition Period Considerations

Many presidential historians argue that, during the early days of a new Administration, decision-making activities will, in part, be based on information provided by the outgoing Administration. Specifically, some scholars state that "enhanced cooperation and communication between the two Administrations is demanded by national security and foreign policy concerns."[122] It is further observed that, "as the world becomes more dangerous and the risks to harm more immediate, the need for effective and seamless transitions becomes correspondingly greater."[123]

To further complicate matters, modern presidential transition activities are no longer constrained to the time between the election and inauguration.[124] Some presidential historians argue that, "history tells us that any winning candidate who has not started [transition efforts] at least six months before the election will be woefully behind come the day after the election day."[125] While the exact time period and phases of a presidential transition are not statutorily or constitutionally defined, the presidential transition period could be seen as comprising five phases, extending from presidential campaign activities to the new President's establishment of a national security team and development of accompanying strategies and policies.[126]

Congressional and Executive Branch Options

The executive branch is not alone in attempting to ensure the country passes power from one Administration to the next in a safe and thoughtful manner.[127] However, the outgoing and

---

(...continued)

transition, it is acknowledged that planning, prevention, preparedness, response, and recovery activities could also be hampered should an incident of national security concern occur during a congressional or non-federal government election period.

[121] For example, while the terrorist attacks of March 2004 did appear to have an effect on the election outcome and the Spanish government's support of military actions in Iraq, the new prime minister actually increased Spain's commitment to counterterrorism military efforts in Afghanistan. It is speculated that while the tactical operation may have been a success, the long-term results of the attack were counter to the strategic desires of the terrorist group.

[122] Todd J. Zywicki, "The Law of Presidential Transitions and the 2000 Election," *Brigham Young University Law Review*, vol. 1573, 2001, p.1.

[123] Ibid; Marshall and Beermann, "The Law of Presidential Transitions," p. 9.

[124] Glenn P. Hastedt and Anthony J. Eksterowicz, "Perils of Presidential Transition," *Seton Hall Journal of Diplomacy and International Relations,* vol. II, no. 1, Winter/Spring 2001, p. 67.

[125] John Kamensky, "One Year and Counting," IBM Center for The Business of Government Weblog, November 6, 2007, at https://transition2008.wordpress.com/2007/11/06/one-year-and-counting/.

[126] For a complete explanation of the five phases of the presidential transition period and accompanying national security considerations, see CRS Report R42773, *2012-2013 Presidential Election Period: National Security Considerations and Options*, by John W. Rollins.

[127] Congress and state and local governments provide support to various aspects of the presidential transition. Other (continued...)

incoming Administrations are viewed as being primarily responsible for addressing risks to the nation and taking actions to prevent and respond to any incident that may affect transition-related processes. How the newly elected president recognizes and responds to these challenges will "depend heavily upon the planning and learning that takes place during the transition from one Administration to another."[128] During past presidential transitions, the current and incoming Administrations and Congress have traditionally undertaken numerous activities to facilitate a smooth transfer of executive branch power. Some of the actions often taken during presidential transitions include

- consulting with government and private sector experts who have presidential transition expertise,
- providing information to the President-elect after the election and prior to the inauguration,
- offering operational briefings on ongoing national security matters to prospective presidential nominees and their staff,
- preparing briefings books and policy memos detailing the issues of most concern to the current Administration, and
- expediting security clearances for president-elect transition team members.

Agency Rulemaking[129]

When Congress enacts a statute, it often delegates rulemaking authority to one or more federal agencies to implement the statute. Agencies are required to follow certain procedures when they issue those rules. For example, under the Administrative Procedure Act (APA), agencies are generally required to publish a notice of rulemaking in the *Federal Register*, take comments on the proposed rule, and publish a final rule in the *Federal Register*.[130] Because regulations carry the force of law and may have significant policy effects, they are an important policymaking tool for the federal government and for a presidential Administration.

Overview of Midnight Rulemaking

During the final months of recent presidential Administrations, federal agencies have issued an increased number of regulations.[131] This phenomenon is often referred to as "midnight rulemaking." Various scholars and public officials have documented evidence of midnight

(...continued)

government and non-governmental entities that offer advice and assistance to presidential transition related activities include the General Services Administration, National Archives and Records Administration, Office of Government Ethics, Congressional Research Service, Government Accountability Office, Center for the Study of the Presidency, Council for Excellence in Government, Mandate for Leadership Project, Presidential Appointment Initiative, Reason Public Policy Institute, and the Transition to Governing Project.

[128] Hastedt and Eksterowicz, "Perils of Presidential Transition," p. 67.

[129] Prepared by Maeve P. Carey, Specialist in Government Organization and Management, Government and Finance Division.

[130] The APA is at 5 U.S.C. § 551 *et seq.* For additional information on the rulemaking process, see CRS Report RL32240, *The Federal Rulemaking Process: An Overview*, coordinated by Maeve P. Carey.

[131] See CRS Report R42612, *Midnight Rulemaking*, by Maeve P. Carey.

rulemaking by several recent outgoing Administrations, especially for those outgoing Administrations that will be replaced by an Administration of a different party.[132]

One general concern raised about midnight rulemaking is that an outgoing Administration may have less political accountability compared to an Administration faced with the possibility of re-election, and that agencies may not have sufficient time to review and digest public comments taken during the comment period.[133] Another concern is that the quality of the regulations may suffer during the midnight period, because the departing Administration may issue rules quickly, and, as a result, the rules may not receive adequate review within the agency itself or from the Office of Management and Budget (OMB).[134] Finally, some have argued that the task of evaluating a previous Administration's midnight rules can potentially overwhelm a new Administration.[135]

On the other hand, a 2012 study for the Administrative Conference of the United States (ACUS) concluded that many midnight regulations were "relatively routine matters not implicating new policy initiatives by incumbent administrations," and that the "majority of the rules appear to be the result of finishing tasks that were initiated before the Presidential transition period or the result of deadlines outside the agency's control (such as year-end statutory or court-ordered deadlines)."[136]

Regulatory Moratoria and Postponements

One approach previous Presidents have used to control rulemaking at the start of their Administrations has been the imposition of a moratorium on new regulations from executive departments and independent agencies. Such moratoria have sometimes been accompanied by a requirement that the departments and agencies postpone the effective dates of certain rules that were issued at the end of the previous President's term.[137] Also, any proposed rules that have not been published in the *Federal Register* as final rules by the time the outgoing President leaves office can be withdrawn by a new Administration. However, once final rules have been published

[132] See, for example, Anne Joseph O'Connell, "Agency Rulemaking and Political Transitions," *Northwestern University Law Review*, vol. 105, no. 2 (2011), pp. 471-534; Anne Joseph O'Connell, "Political Cycles of Rulemaking: An Empirical Portrait of the Modern Administrative State," *Virginia Law Review*, vol. 94, no. 4 (June 2008), pp. 889-986.; and Patrick A. McLaughlin, "The Consequences of Midnight Regulations and Other Surges in Regulatory Activity," *Public Choice*, vol. 147, no. 3/4 (June 2011), pp. 395-412.

[133] Jack M. Beermann, "Midnight Rules: A Reform Agenda," draft report prepared for the consideration of the Administrative Conference of the United States, March 3, 2012, available at http://www.acus.gov/wp-content/uploads/downloads/2012/03/Revised-Draft-Midnight-Rules-Report-3-13-12.pdf. Beermann cited an example in which an agency had to review 300,000 comments in one week to issue a rule on time.

[134] Under Executive Order 12866, OMB's Office of Information and Regulatory Affairs (OIRA) reviews most agencies' significant rules before they are published in the *Federal Register*, both at the proposed rule stage and final rule stage. This includes a review of the rule itself and the agency's cost-benefit analysis of the rule, if one is required. See Executive Order 12866, "Regulatory Planning and Review," 58 *Federal Register* 51735, October 4, 1993. For more information about OIRA's role in this process, see CRS Report RL32397, *Federal Rulemaking: The Role of the Office of Information and Regulatory Affairs*, coordinated by Maeve P. Carey.

[135] See, for example, the testimony of Michael Abramowicz, U.S. Congress, House Committee on the Judiciary, Subcommittee on Commercial and Administrative Law, *Midnight Rulemaking: Shedding Some Light*, 111th Cong., 1st sess., February 4, 2009, H. Hrg. 111-2 (Washington: GPO, 2009), pp. 236-242.

[136] Beermann, "Midnight Rules," pp. 1-2.

[137] Such presidential moratoria on rulemaking have generally exempted regulations issued by independent regulatory boards and commissions, as well as regulations issued in response to emergency situations or statutory or judicial deadlines.

in the *Federal Register*, the only way for a new Administration to eliminate or change them is to go through the rulemaking process again.[138]

A few weeks after he took office in 1981, President Reagan issued Executive Order 12291, which, among other things, generally required covered agencies to "suspend or postpone the effective dates of all major rules that they have promulgated in final form as of the date of this Order, but that have not yet become effective."[139] In 1993, the incoming Clinton Administration imposed a moratorium on rules issued at the end of the G. H.W. Bush Administration.[140] Similarly, on January 20, 2001, the incoming G. W. Bush Administration issued a memorandum delaying the implementation of many rules issued in the last months of the Clinton Administration.[141] Most recently, on January 20, 2009, Rahm Emanuel, then-assistant to President Obama and chief of staff, sent a memorandum to the heads of executive departments and agencies requesting that they generally (1) not send proposed or final rules to the Office of the Federal Register, (2) withdraw from the Office rules that had not yet been published in the *Federal Register*, and (3) consider postponing for 60 days the effective dates of rules that had been published in the *Federal Register* but had not yet taken effect.[142]

Recent outgoing Administrations have attempted to protect rules issued in their final months from the possibility of being rendered ineffective by establishing an effective date prior to the advent of the new Administration. For example, President G. W. Bush's Chief of Staff, Joshua B. Bolten, issued a memorandum encouraging agencies to issue their proposed rules no later than June 1, 2008, and final regulations no later than November 1, 2008.[143] Similarly, on December 17, 2015, President Obama's OIRA Administrator, Howard Shelanski, wrote a memorandum to deputy secretaries asking them to "strive to complete their highest priority rulemakings by the summer of 2016 to avoid an end-of-year scramble that has the potential to lower the quality of regulations that OIRA receives for review and to tax the resources available for interagency review."[144]

Options for Congress: Oversight of Midnight Rules

Congress may examine the issuance of proposed and final midnight regulations at the end of an Administration and conclude that they should be allowed to go forward. Should Congress conclude otherwise, though, various options are available—even for rules that have already taken effect. First, Congress can use its legislative power to overturn or change a regulation that has been issued by an agency. Congress can also use its legislative power to amend the statutory authority underlying a regulation. A change in the underlying statutory authority could force an agency to amend a regulation that has been already issued, or it could provide additional instruction to an agency while a rule is under development and before it has been finalized.

[138] Under the APA, "rulemaking" is defined as "formulating, amending, or repealing a rule," meaning that an agency must follow the rulemaking procedures set forth by the APA to change or repeal a rule (5 U.S.C. §551(5)). Such procedures apply even for a change to a rule's effective date.

[139] Executive Order 12291, "Federal Regulation," 46 *Federal Register* 13193, February 17, 1981.

[140] U.S. Office of Management and Budget, "Regulatory Review," 58 *Federal Register* 6074, January 22, 1993.

[141] Executive Office of the President, "Memorandum for the Heads and Acting Heads of Executive Departments and Agencies," 66 *Federal Register* 7702, January 24, 2001.

[142] Executive Office of the President, "Memorandum for the Heads of Executive Departments and Agencies," 74 *Federal Register* 4435, January 26, 2009.

[143] Memorandum from Joshua B. Bolten, White House Chief of Staff, to Heads of Executive Departments and Agencies, May 9, 2008.

[144] Memorandum from Howard Shelanski, Administrator, Office of Information and Regulatory Affairs, to Deputy Secretaries, December 17, 2015.

In addition, Congress may use the expedited procedures provided in the Congressional Review Act (CRA) to disapprove agency rules, including, in some cases, rules issued during a previous session of Congress and by the previous Administration. Alternatively, Congress can add provisions to agency appropriations bills to prohibit certain rules from being implemented or enforced. These two options are discussed in detail below.

Congressional Review Act[145]

Congress may use its general legislative powers to overturn agency rules by regular legislation. The CRA, enacted in 1996, was an attempt by Congress to reassert control over agency rulemaking by establishing a special set of expedited or "fast track" legislative procedures for this purpose, primarily in the Senate.[146]

In short, the CRA requires that all final rules (including rules issued by independent boards and commissions) be submitted to both houses of Congress and to the Government Accountability Office (GAO) before they can take effect. Members of Congress have 60 "days of continuous session" to introduce a joint resolution of disapproval beginning on the date a rule has been received by Congress (hereafter referred to as the "initiation period").[147] The Senate has 60 "session days" from the date the rule is received by Congress and published in the *Federal Register* to use expedited procedures to act on a resolution of disapproval (hereafter referred to as the "action period").[148] For example, once a joint resolution has reached the floor of the Senate, the CRA makes consideration of the measure privileged, prohibits various other dilatory actions, disallows amendments, and limits floor debate to a maximum of 10 hours. If passed by both houses of Congress, the joint resolution is then presented to the President for signature or veto. If the President signs the resolution, the CRA specifies not only that the rule "shall not take effect" (or shall not continue if it has already taken effect), but also that the rule may not be reissued in "substantially the same form" without subsequent statutory authorization.[149] Also, the act states that any rule disapproved through these procedures "shall be treated as though such rule had never taken effect."[150] If, on the other hand, the President vetoes the joint resolution, then (as is the case with any other bill) Congress can override the President's veto by a two-thirds vote in both houses of Congress.

Under most circumstances, it is likely that the President would veto such a resolution in order to protect rules developed under his own Administration, and it may also be difficult for Congress to

[145] For an overview of the CRA, see CRS Report R43992, *The Congressional Review Act: Frequently Asked Questions*, by Maeve P. Carey, Alissa M. Dolan, and Christopher M. Davis.

[146] The following discussion is a synopsis of more detailed information provided in other CRS reports. For a detailed discussion of CRA disapproval procedures, see CRS Report RL31160, *Disapproval of Regulations by Congress: Procedure Under the Congressional Review Act*, by Richard S. Beth. For a discussion of the "carryover" procedures, see CRS Report RL34633, *Congressional Review Act: Disapproval of Rules in a Subsequent Session of Congress*, by Curtis W. Copeland and Richard S. Beth.

[147] "Days of continuous session" excludes all days when either the House of Representatives or the Senate is adjourned for more than three days, that is, pursuant to an adjournment resolution.

[148] "Session days" include only calendar days on which a chamber is in session. Once introduced, resolutions of disapproval are referred to the committees of jurisdiction in each house of Congress. The House of Representatives would consider the resolution under its general procedures, likely as prescribed by a special rule reported from the Committee on Rules. In the Senate, however, if the committee has not reported a disapproval resolution within 20 calendar days after the regulation has been submitted and published in the *Federal Register*, then the committee may be discharged and the resolution placed on the Senate calendar if 30 Senators submit a petition to do so.

[149] 5 U.S.C. §801(b)(2).

[150] 5 U.S.C. §801(f).

muster the two-thirds vote in both houses needed to overturn the veto. Of the over 71,000 final rules that have been submitted to Congress since the legislation was enacted in 1996, the CRA has been used to disapprove one rule—the Occupational Safety and Health Administration's November 2000 final rule on ergonomics.[151] The March 2001 rejection of the ergonomics rule was the result of a specific set of circumstances created by a transition in party control of the presidency. Because of the structure of the periods during which Congress can take action under the CRA, there may be a period at the beginning of each new Administration during which rules issued near the end of the previous Administration would be eligible for consideration under the CRA. Such a period is often considered the most likely time in which Congress would be able to overturn a rule successfully using the CRA.

Appropriations Provisions

Along with one use of the CRA to overturn an agency rule, Congress has frequently added provisions to agency appropriations bills to affect rulemaking and regulations, and Congress could choose to apply such provisions to midnight rules. Frequently, such provisions prohibit the use of funds for certain rulemaking-related purposes.[152] This could include, for example, prohibitions on the use of funds for the development or finalization of proposed or final rules, or prohibitions on the use of funds for implementation or enforcement of rules that have already been finalized.

Restrictions on the use of funds in appropriations bills can enable Congress to have a substantial effect on agency rulemaking and regulatory activity beyond the introduction of joint resolutions of disapproval pursuant to the CRA. However, unlike CRA joint resolutions of disapproval, these types of appropriations provisions do not nullify the force or effect of an existing regulation.[153] Therefore, any final rule that has taken effect and been codified in the *Code of Federal Regulations* will continue to be binding—even if language in the relevant regulatory agency's appropriations act prohibits the use of funds to enforce the rule. Regulated entities are still required to adhere to applicable requirements (e.g., installation of pollution control devices, submission of relevant paperwork), even if violations are unlikely to be detected and enforcement actions cannot be taken by federal agencies.

There may be additional limits on the ability to influence agency rulemaking through restrictions on the use of funds. For example, restrictions on the use of funds in appropriations acts, unless otherwise specified, are binding only for the period of time covered by the measure (i.e., a fiscal year or a portion of a fiscal year).[154] The provisions are generally applicable only to the agencies

[151] U.S. Department of Labor, Occupational Safety and Health Administration, "Ergonomics Program," 65 *Federal Register* 68261, November 14, 2000. Although the CRA has been used to disapprove only one rule, it may have other, less direct or discernable effects (e.g., keeping Congress informed about agency rulemaking and preventing the publication of rules that may be disapproved).

[152] Provisions in appropriations acts that affect rulemaking may also require agencies to take certain actions. For example, agencies may be directed to develop rules in particular areas or enforce existing rules in particular ways. This section does not discuss these types of provisions. For general information on appropriations restrictions, see CRS Report R41634, *Limitations in Appropriations Measures: An Overview of Procedural Issues*, by Jessica Tollestrup and James V. Saturno.

[153] Provisions have been included in appropriations acts that directly affect the substance of existing or future regulations, but these are not drafted as funding prohibitions.

[154] See GAO, *Principles of Appropriations Law, Third Edition, Volume I*, GAO-04-261SP, January 2004, p. 2-34, which states that, "Since an appropriation act is made for a particular fiscal year, the starting presumption is that everything contained in the act is effective only for the fiscal year covered. Thus, the rule is: A provision contained in an annual appropriation act is not to be construed to be permanent legislation unless the language used therein or the (continued...)

funded by that appropriations measure, unless otherwise specified. Some provisions are worded to affect agencies that are funded in other appropriations bills (e.g., those that prohibit the use of funds in "this or any other Act"), or they may be designated as "general provisions" that are "government-wide" and therefore are applicable to virtually all federal agencies.[155] In addition, some federal regulatory agencies derive a substantial amount of their operating funds from sources other than congressional appropriations (e.g., user fees), and the use of those funds to develop, implement, or enforce rules may not be legally constrained by language preventing the use of appropriated funds.[156] Finally, when federal regulations are primarily implemented or enforced by state or local governments (e.g., many of those issued by the Environmental Protection Agency and the Occupational Safety and Health Administration), those governments may have sources of funding that are independent of the federal funds that can be restricted by the appropriations provisions.[157]

Executive Branch Political Appointments into the Next Presidency[158]

The installation of executive branch political appointees is another area of presidential activity that may be of concern to Congress in the last months of an Administration. Under certain circumstances, outgoing Presidents have used the constitutional authority of the office to make recess appointments that extended into the succeeding presidency.

Appointment Authority for Officers of the United States

In general, the President and the Senate share the power to fill the top non-elected offices of the United States government. As part of its system of checks and balances, the Constitution provides a general framework for appointments to these positions:

> [The President] shall nominate, and by and with the Advice and Consent of the Senate, shall appoint Ambassadors, other public Ministers and Consuls, Judges of the supreme Court, and all other Officers of the United States, whose Appointments are not herein otherwise provided for, and which shall be established by Law: but the Congress may by Law vest the Appointment of such inferior Officers, as they think proper, in the President alone, in the Courts of Law, or in the Heads of Departments.[159]

(...continued)

nature of the provision makes it clear that Congress intended it to be permanent."

[155] See GAO, *Principles of Appropriations Law*, p. 2-33, which says that a general provision "may apply solely to the act in which it is contained ('No part of any appropriation contained in this Act shall be used ...'), or it may have general applicability ('No part of any appropriation contained in this or any other Act shall be used ...')." For example, for FY2012, Title VII of Division C of the Consolidated Appropriations Act was designated as "General Provisions—Government-Wide."

[156] Others, however, take the view that even these non-appropriated funds must be at least figuratively deposited into the Treasury, and that "all spending in the name of the United States must be pursuant to legislative appropriation." Kate Stith, "Congress' Power of the Purse," *The Yale Law Journal*, vol. 97 (1988), p. 1345.

[157] See GAO, *Principles of Federal Appropriations Law, Third Edition, Volume II*, GAO-06-382, February 2006, which says that, unless stated otherwise, expenditures by recipients of federal grants "are not subject to all the same restrictions and limitations imposed on direct expenditures by the federal government. For this reason, grant funds in the hands of a grantee have been said to largely lose their character and identity as federal funds."

[158] Prepared by Henry B. Hogue, Specialist in American National Government, Government and Finance Division.

[159] Art. II, § 2, cl. 2.

In practice, the appointment process has three phases: (1) the President selects, vets, and nominates an individual, with or without input from Senators; (2) the Senate considers the nomination, with or without further action; and (3) if the nomination is confirmed by the Senate, the President signs a commission, and the appointee is sworn in.[160]

The Constitution also empowers the President unilaterally to make a temporary appointment to such a position if it is vacant and the Senate is in recess.[161] Such an appointment, termed a recess appointment, expires at the end of the following session of the Senate.[162] At the longest, a recess appointment made in early January, after the beginning of a new session of the Senate, would last until the Senate adjourns sine die at the end of the following year, a period that could be nearly two years in duration.

Developments over the last decade have decreased the likelihood that a departing President could install a Senate-opposed appointee using the recess appointment power, particularly where one or both chambers are led by the party in opposition to the President. From the 110th Congress onward, it has become common for the Senate and House to use certain scheduling practices as a means of precluding the President from making recess appointments.[163] The practices do this by preventing the occurrence of a Senate recess of sufficient length for the President to be able to use his recess appointment authority. In a June 26, 2014, opinion, the U.S. Supreme Court held that the President's recess appointment power may be used only during a recess of 10 days or longer except under "some very unusual circumstance."[164]

Tenure during a Transition for a Confirmed Appointee

Unless otherwise specified in law, appointees to executive branch positions usually serve at the pleasure of the President. That is, they serve for an indeterminate period of time and can be removed by the President at any time for any reason (or no stated reason).[165] By tradition, appointees to these positions usually step down when the appointing President leaves office, unless asked to stay by the President-elect.

Congress has periodically elected to set a specific term of office for a particular position, restrict the President's power of removal for a particular position, or both. Some removal restriction provisions require only that the President inform Congress of his reasons for removing an official, while others require that a certain threshold, such as "neglect of duty, or malfeasance in office, or for other good cause shown," be met.[166] The use of fixed terms and removal restrictions has been

[160] For detailed information about the appointment process, see CRS Report R44083, *Appointment and Confirmation of Executive Branch Leadership: An Overview*, by Henry B. Hogue and Maeve P. Carey; and CRS Report RL31980, *Senate Consideration of Presidential Nominations: Committee and Floor Procedure*, by Elizabeth Rybicki.

[161] Article 2, § 2, clause 3 reads, "The President shall have Power to fill up all Vacancies that may happen during the Recess of the Senate, by granting Commissions which shall expire at the End of their next Session."

[162] Each Congress covers a two-year period, generally composed of two sessions.

[163] The evolution of this use of scheduling practices is discussed in greater detail in CRS Report R42329, *Recess Appointments Made by President Barack Obama*, by Henry B. Hogue.

[164] Nat'l Labor Relations Bd. v. Noel Canning, 134 S. Ct. 2550, at 2567 (2014). The opinion gave as an example of an unusual circumstance an instance such as "a national catastrophe … that renders the Senate unavailable but calls for an urgent response" and further noted that "political opposition in the Senate would not qualify as an unusual circumstance."

[165] It has long been recognized that "the power of removal [is] incident to the power of appointment." (*Ex Parte Hennen*, 38 U.S. (13 Pet.) 230, 259 (1839).)

[166] There appears to be no standard clarifying under what circumstances the thresholds set by these statutory terms regarding removal might be met. (See Marshall J. Breger and Gary J. Edles, "Established by Practice: The Theory and (continued...)

more common for positions on regulatory and other boards and commissions, for which Congress has elected to establish a greater level of independence from the President, than for positions in executive departments and single-headed agencies.[167] An appointee to a position with a fixed term and protection from removal may serve during more than one presidency and is not required to step down when the appointing President leaves office; the incoming President may not remove the appointee unless the grounds for such removal would meet the threshold established in statute. An appointee to a position with a fixed term but no specified protection from removal may be protected from removal nonetheless, based on case law.[168] Even where an appointee to such a position is not protected from removal, it could be argued that the fixed term establishes the expectation that the incumbent will be able to serve for a certain period. Removal of such an appointee by the incoming President might entail an expenditure of political capital.

Tenure during a Transition for a Recess Appointee

At times in the past, outgoing Presidents have made recess appointments, during their final months in office, to each of the kinds of positions described above. The potential tenure for recess appointees to positions without removal protections is the same as it would be if the appointee had been confirmed by the Senate; they typically leave with the appointing President. Recess appointees to positions with fixed terms and removal protection, however, may serve until the expiration of the term to which they were appointed or the expiration of the recess appointment, whichever occurs earlier.[169] A President could, at the end of his presidency, use a recess appointment to bypass the Senate and fill a fixed-term position for a period that would outlast his time in office by a year or more. As noted above, even an appointee without explicit statutory removal protection might prove difficult or costly for an incoming President to remove.

In some cases, recess appointees who serve past the end of an Administration might be "consensus appointees," who have the support of the incoming President and the reconstituted Senate. In other cases, however, an outgoing President could install more controversial appointees, who would not be nominated by the new President or confirmed by the reconstituted Senate to the positions to which they are appointed. As previously noted, developments over the last decade have decreased the likelihood that a departing President could install a Senate-opposed appointee using the recess appointment power, particularly where one or both chambers are led by the party in opposition to the President.

(...continued)

Operation of Independent Federal Agencies," *Administrative Law Review*, vol. 52 (2000), p. 1111, at pp. 1144-1145.) A Senate committee has asserted, however, that a removal for good cause must be based on "some type of misconduct," as opposed to the refusal to carry out a presidential order. (See U.S. Congress, Senate Committee on Governmental Affairs, *Independent Counsel Reauthorization Act of 1987*, report to accompany S. 1293, 100th Cong., 1st sess.,S.Rept. 100-123 (Washington: GPO, 1987), pp. 12-13.)

[167] Although fixed terms and removal protections for department and single-headed agency positions are unusual, notable examples do exist. The position of Commissioner of Social Security, for example, has a six-year term, and "[a]n individual serving in the office of Commissioner may be removed from office only pursuant to a finding by the President of neglect of duty or malfeasance in office." (42 U.S.C. § 902(a).) Similar provisions are associated with leaders of the Office of Special Counsel (5 U.S.C. § 1211), the Federal Housing Finance Agency (12 U.S.C. § 4512), and the Consumer Financial Protection Bureau (12 U.S.C. § 5491).

[168] See, for example, *S.E.C.* v. *Blinder, Robinson & Co., Inc.*, 855 F.2d 677, 681 (10th Cir. 1988), in which the Court of Appeals for the Tenth Circuit stated that "it is commonly understood that the President may remove a commissioner only for 'inefficiency, neglect of duty or malfeasance in office.'"

[169] As previously noted, a recess appointment can last for as much as nearly two years. A full fixed term is usually of longer duration, but sometimes individuals are appointed to the final portion of an unexpired term that is already under way (e.g., the final year of a five-year term begun by another appointee).

Notwithstanding the low likelihood of a late-term recess appointment by the President within the current context,[170] arguments could be advanced in support of, and opposition to, the practice. In support, it could be argued that the outgoing President carries the full constitutional authority of the office until his term is over, that he must be able to exercise that authority as he sees fit, and that he should not be expected to abstain from implementing his agenda until he leaves office. Furthermore, it might be argued, other recent Presidents have made recess appointments in their final months in office, and some of these recess appointments have been to positions with terms that carry over into the following Presidency. A counter argument might be made that, in making recess appointments to fixed term positions with removal protections, an outgoing President would be effectively circumventing the Senate and undermining the incoming President.

Judicial Branch Appointments[171]

As with executive branch political appointees, the procedure for appointing federal judges is provided for by the Constitution in a few words. The Appointments Clause (Article II, Section 2, clause 2) states that the President "shall nominate, and by and with the Advice and Consent of the Senate, shall appoint . . . Judges of the supreme Court, and all other Officers of the United States," including lower federal court judges (i.e., U.S. circuit and district court judges).[172]

The appointment process for federal judges is similar to that of executive branch appointees in that the President is responsible for submitting a nomination to the Senate (which, in turn, may or may not act on the nomination). While the process of appointing federal judges has undergone some changes over two centuries, its most essential feature—the sharing of power between the President and the Senate[173]—has remained unchanged: To receive appointment as a federal judge, one must first be formally selected ("nominated") by the President[174] and then approved ("confirmed") by the Senate.[175]

---

[170] Floor remarks by one Senator in early 2016 suggest that the majority intends, for the duration of President Obama's time in office, to follow scheduling practices that would appear to preclude a recess of sufficient length to allow him to make a recess appointment. Senator James Lankford, "Comprehensive Addiction and Recovery Act of 2015," remarks in the Senate, *Congressional Record*, daily edition, vol. 162, part 38 (March 9, 2016), p. S1359.

[171] Prepared by Barry J. McMillion, Analyst in American National Government, Government and Finance Division.

[172] The focus of this section is on vacant U.S. circuit and district court judgeships. Additionally, this section does not address vacancies on the United States Court of International Trade (a specialized court with nine authorized judgeships).

[173] One of the primary ways in which the Senate exercises its power in the judicial appointment process is through the "blue slip" procedure of the Judiciary Committee, a procedure which affords Senators the opportunity to convey to the President their views about candidates under consideration for judgeships in their states. In recent and many past Congresses, the Judiciary Committee's blue slip procedure has reinforced Senators' influence over judicial nominations in their state by permitting nominations to receive committee action only when both home state Senators have returned "positive" blue slips. Note that, generally, Senators exert less influence over a President's selection of circuit court nominees than they do over his selection of district court nominees.

[174] A president may also make a recess appointment to a vacant U.S. circuit or district court judgeships. Such recess appointments, however, are relatively rare.

[175] The most common ways in which a judicial nomination fails to receive Senate confirmation include (1) the full Senate voting against the confirmation; (2) the President withdrawing the nomination because the Senate Judiciary Committee has voted against reporting the nomination to the Senate or has made clear its intention not to act on the nomination, or because the nomination, even if reported, is likely to face substantial opposition on the Senate floor, or because the nominee has requested that the nomination be withdrawn; and (3) the Senate, without confirming or rejecting the nomination, returning the nomination to the President under Rule XXXI, paragraph 6 of the *Standing Rules of the Senate* after it has adjourned or been in recess for more than 30 days.

Vacancies Awaiting a New President

At the onset of a new Administration, there are typically dozens of vacant lower federal court judgeships awaiting nominations by a new President.[176] It is, however, relatively rare for a vacancy on the Supreme Court to exist at the start of a new presidency. At present, there is a vacancy on the Court that may not be filled prior to a new President assuming office on January 20, 2017.[177]

The relatively large number of vacant judgeships at the beginning of a new presidency is due, in part, to the Senate approving fewer judicial nominations during an outgoing President's final year in office (particularly if it is a President's eighth year in office).[178] Additionally, the Senate typically has not approved U.S. circuit court nominations during a presidential election year past June or July of the election year, regardless of whether it's the fourth or eighth year of a presidency.[179]

Beginning with President Ronald Reagan, the number of vacant circuit court judgeships[180] on January 20 of a newly-elected President's first year in office included 5 (1981); 10 for the George H.W. Bush presidency (1989); 18 for the Clinton presidency (1993); 26 for the George W. Bush presidency (2001); and 13 for the Obama presidency (2009).

The number of vacant district court judgeships[181] on January 20 of a newly-elected President's first year in office included 29 at the start of the Reagan presidency (1981); 27 for the George H.W. Bush presidency (1989); 93 for the Clinton presidency (1993); 55 for the George W. Bush presidency (2001); and 45 for the Obama presidency (2009).

---

[176] At the end of a Congress that coincides with the end of a presidency, the Senate typically returns any outstanding judicial nominations to the outgoing President (who does not then re-nominate individuals prior to leaving office on January 20). A relatively recent exception to this was during the final weeks of the Clinton presidency. The Senate, under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate, returned a number of circuit court nominations to the President in December 2000 at the conclusion of the 106th Congress. At the beginning of the 107th Congress, in January 2001, President Clinton resubmitted 9 of these nominations to the Senate prior to leaving office several weeks later on January 20. The nominations were eventually withdrawn by President G.W. Bush in March 2001.

[177] The current vacancy was created by the death of Antonin Scalia on February 13, 2016. As of this writing, Majority Leader Mitch McConnell (R-KY) has stated that the Scalia vacancy will not be filled until after President Obama's successor takes office. Senator Mitch McConnell, Press Release, "McConnell On Supreme Court Nomination," March 16, 2016, available online at http://www.mcconnell.senate.gov/public/index.cfm?p=PressReleases&ContentRecord_id=50492600-6758-4FC2-928D-302FAB54BEA8. Additionally, for further discussion of a President's selection of a nominee for the Supreme Court, see CRS Report R44235, *Supreme Court Appointment Process: President's Selection of a Nominee*, by Barry J. McMillion.

[178] For further discussion, see CRS Report R44353, *Final Senate Action on U.S. Circuit and District Court Nominations During a President's Eighth Year in Office*, by Barry J. McMillion.

[179] For example, in 2012, the last circuit court nomination approved by the Senate during the calendar year was on June 12 (while the last district court nomination was approved during the lame duck session in December). In 2008, the last circuit court nomination approved by the Senate during the calendar year was on June 24 (while the last district court nomination was approved on September 26). In 2004, the last circuit court nomination approved during the calendar year was similarly on June 24 (while the last district court nomination was approved during the lame duck session in November). For further discussion of the processing of judicial nominations by the Senate during presidential election years, see CRS Report R42600, *Confirmation of U.S. Circuit and District Court Nominations in Presidential Election Years*, by Denis Steven Rutkus and Barry J. McMillion.

[180] U.S. circuit courts take appeals from U.S. district courts and are also empowered to review the decisions of many administrative agencies.

[181] U.S. district courts are the federal trial courts of general jurisdiction.

Timing of Nominations Made by a New President

Prior to a President nominating an individual to a lower federal court judgeship, there can be a lengthy pre-nomination evaluation of judicial candidates by staff in the White House Counsel's Office, as well as by the Department of Justice. Candidate finalists also undergo a confidential background investigation by the Federal Bureau of Investigation (FBI) and an independent evaluation by a committee of the American Bar Association. The selection process is completed when the President, approving of a particular candidate, signs a nomination message (which is then transmitted to the Senate).[182]

Given the steps involved in the pre-nomination stage, it is often at least several months before the Administration submits its first circuit and district court nominations to the Senate for consideration. During the Reagan presidency, the first circuit court nomination was submitted on July 16, 1981. During the G.H.W. Bush, Clinton, and G.W. Bush presidencies, the first circuit court nominations were submitted on February 28, 1989,[183] August 6, 1993, and May 9, 2001, respectively. During President Obama's first year in office, the first circuit court nomination was submitted on March 17, 2009.

Regarding district court nominations, the first nomination was submitted by President Reagan on July 8, 1981. During the G.H.W. Bush, Clinton, and G.W. Bush presidencies, the first district court nominations were submitted on February 28, 1989,[184] August 6, 1993, and May 17, 2001, respectively. During President Obama's first year in office, the first district court nomination was submitted on June 25, 2009.

Executive Orders[185]

Concerns about the volume, timing, and content of executive orders may be heightened during presidential transitions. The perception, if not necessarily the reality, exists that an outgoing President's inclination to act unilaterally increases during the transition period.

Executive orders are a significant vehicle for unilateral action by the President: they have the force and effect of law—unless voided or revoked by congressional, presidential, or judicial action—and they combine "the highest levels of substance, discretion, and direct presidential involvement."[186] Being able to act unilaterally enables a President to establish control over policymaking. Presidents are sometimes aided in this endeavor by the proliferation and ambiguity of statutes, which increase their opportunities for justifying presidential action.[187] Another

[182] For further discussion, see CRS Report R43762, *The Appointment Process for U.S. Circuit and District Court Nominations: An Overview*, by Denis Steven Rutkus.

[183] President G.H.W. Bush renominated two circuit court nominees who had previously been nominated by President Reagan but whose nominations were not approved by the Senate prior to the end of the 100th Congress. President G.H.W. Bush submitted his third circuit court nomination on August 4, 1989.

[184] President G.H.W. Bush renominated three district court nominees who had been nominated by President Reagan but whose nominations were not approved by the Senate prior to the end of the 100th Congress. President G.H.W. Bush submitted his fourth district court nomination on August 4, 1989.

[185] Prepared by L. Elaine Halchin, Specialist in American National Government, Government and Finance Division.

[186] Joel L. Fleishman and Arthur H. Aufses, "Law and Orders: The Problem of Presidential Legislation," *Law and Contemporary Problems*, vol. 40 (1976), p. 5. Executive orders disposition tables, which list each President's executive orders from Franklin D. Roosevelt through the current President, are available at http://www.archives.gov/federal-register/executive-orders/disposition.html.

[187] Terry M. Moe and William J. Howell, "The Presidential Power of Unilateral Action," *Journal of Law, Economics, and Organization*, vol. 15 (1999), pp. 141 and 143.

appealing feature of executive orders is that they allow Presidents to act "quickly, forcefully, and (if they like) with no advance notice."[188] Capitalizing on these features enables Presidents to seize the initiative on an issue, shape the national agenda, and force others to respond. For practical or political reasons, Presidents may choose to use executive orders to circumvent a Congress that they perceive as hostile to their policies, after considering whether the Congress is likely to overturn a particular executive order,[189] or as moving too slowly.[190]

Executive orders suit the needs of an outgoing President who wants to establish or change policy, or is striving to secure his legacy. Howell and Mayer have noted that when a President's successor belongs to the opposition political party, "he has every reason to hurry through last-minute public policies, doing whatever possible to tie his successor's hands."[191] An outgoing President's use of unilateral directives, such as executive orders, might be greeted with criticism from some quarters. Some scholars note that the "directives lack the sort of legitimacy that pre-election activity has, because by definition they are issued after a president (and, in many cases, his party) has been repudiated at the polls. Moreover, there are no opportunities for democratic accountability, because, again, voters do not have a subsequent chance to express their approval or disapproval."[192]

An incoming President, who is eager to act quickly on his policy agenda, seeking to modify or overturn certain of his predecessor's actions, or distinguish himself from his predecessor, particularly when they are from different parties, would find executive orders an effective way to accomplish these objectives.[193] He might be stymied, though, in his efforts to amend his predecessor's actions: "Occasionally, presidents cannot alter orders set by their predecessors without paying a considerable political price, undermining the nation's credibility, or confronting serious legal obstacles."[194]

---

[188] Ibid., p. 138.

[189] Christopher J. Deering and Forrest Maltzman, "The Politics of Executive Orders: Legislative Constraints on Presidential Power," *Political Research Quarterly*, vol. 52 (1999), pp. 2 and 6.

[190] Paul C. Light, *The President's Agenda: Domestic Policy Choice from Kennedy to Reagan* (Baltimore: Johns Hopkins University Press, 1991), p. 118.

[191] Howell and Mayer, "The Last One Hundred Days," p. 533.

[192] Ibid., p. 551.

[193] Kenneth R. Mayer, "Executive Orders and Presidential Power," *Journal of Politics*, vol. 61 (1999), p. 451. For example, President Clinton signed E.O. 12834 on January 20, 1993, which required his senior political appointees to take an ethics pledge that would prohibit them from lobbying federal government officials for five years. President George W. Bush launched a major initiative early in his term with the signing of E.O. 13198 and E.O. 13199 on January 29, 2001, which directed the Attorney General and four cabinets secretaries to establish offices of faith-based and community initiatives, and which established a White House Office of Faith-Based and Community Initiatives, respectively.

[194] Howell and Mayer, "The Last One Hundred Days," p. 543. On the other hand, as the following examples show, several recent Presidents revoked, partly or completely, one or more executive orders issued by their immediate predecessor. President Reagan revoked two executive orders signed by President Carter, thus terminating certain aspects of the government's wage and price program (E.O. 12288, January 29, 1981) and disbanding the Tahoe Federal Coordinating Council (E.O. 12298, March 12, 1981). President Clinton revoked (E.O. 12836, February 1, 1993) two of President Bush's executive orders having to do with labor unions. President G.W. Bush signed four executive orders (Executive Orders 13201, 13202, 13203, and 13204), on February 17, 2001, that dealt with labor issues and that partially or completely revoked executive orders that had been signed by his predecessor.

Timing and Volume of Executive Orders

Table 2 presents the number of executive orders issued by Presidents Obama, G.W. Bush, Clinton, G.H.W. Bush, Reagan, and Carter in each of three different transition periods.[195] These three periods are comparable, but not equal, in duration, which means it is more meaningful to compare data within each column rather than across columns.

Table 2. Number of Executive Orders Issued During Presidential Transitions, 1977 - Present

President	Incoming: (First term) Jan. 20-Apr. 30	Pre-election: (Final term) Aug. 1-Election	Lame Duck: (Final term) Election-Jan. 20
Barack Obama	10 (2009)	6 (2012)	Not applicable
George W. Bush	12 (2001)	10 (2004) 7 (2008)	11 (2008-2009)
William J. Clinton	13 (1993)	10 (1996) 11 (2000)	22 (2000-2001)
George H.W. Bush	11 (1989)	7 (1992)	14 (1992-1993)
Ronald Reagan	18 (1981)	7 (1984) 9 (1988)	12 (1988-1989)
Jimmy Carter	16 (1977)	20 (1980)	36 (1980-1981)

Sources: U.S. National Archives and Records Administration, "Executive Orders Disposition Tables," available at http://www.archives.gov/federal-register/executive-orders/disposition.html.

Notes: Executive orders are categorized according to signing date.

As incoming Presidents, Obama, G.W. Bush, Clinton, G.H.W. Bush, Reagan, and Carter issued comparable numbers of executive orders. The range of executive orders issued was 10 (Obama) to 18 (Reagan). During the pre-election period, four of the Presidents also issued comparable numbers of executive orders, ranging from 7 (Reagan, G.H.W. Bush, and G.W. Bush) to 11 (Clinton). President Carter issued 20 executive orders during the pre-election period. The lame duck period shows the greatest variation. Reagan, G.H.W. Bush, and G.W. Bush issued comparable numbers of executive orders: 12, 14, and 11, respectively. Clinton issued 22, and Carter issued 36.[196] However, nearly one-third of the executive orders President Carter signed at the end of his term had to do with the hostage crisis in Iran.

[195] For the sake of consistency within this report, the 41st President is identified as President George H.W. Bush or President G.H.W. Bush. However, he signed his executive orders as President George Bush or President Bush. His son, the 43rd President, is identified as President George W. Bush (his signature on executive orders) or President G.W. Bush.

[196] The quantity of orders President Carter signed during the pre-election and lame duck periods is consistent with the (continued...)

A study that examined executive orders issued between April 1936 and December 1995 found that, while the start of a new President's term does not result in a higher number of executive orders, the end of a President's term is notable for an increase in the quantity of executive orders issued.[197] Presidents who were succeeded by a member of the other party signed "nearly six additional orders ... in the last month of their term, nearly double the average level."[198] When party control of the White House did not change following a presidential election, there was "no corresponding increase in order frequency.... "[199] The author of this study asserts that these data are evidence that "executive orders have a strong policy component, as otherwise presidents would have little reason to issue such last-minute orders." Mayer also found that reelection plays a role in the number of executive orders signed and issued. Presidents who were running for reelection issued approximately 1.4 more executive orders per month—14 during campaign season from January 1 through the end of October—than when they were not running for reelection.[200]

Content of Executive Orders

Executive orders range, in terms of their import for government management and operations and the principle of shared powers, and the scope of their impact, from the somewhat innocuous to the highly significant. Presidents use executive orders to recognize groups and organizations; establish commissions, task forces, and committees; and make symbolic statements. Presidents also use executive orders "to establish policy, reorganize executive branch agencies, alter administrative and regulatory processes, [and] affect how legislation is interpreted and implemented."[201]

Unilateral action by Presidents during transition periods can, and does, result in a mixture of executive orders in terms of their significance and scope. President Carter established a committee charged with selecting a director for the FBI and closed the federal government on Friday, December 26, 1980.[202] President Bush designated the Organization of Eastern Caribbean States as a public international organization and delegated some disaster relief and emergency

(...continued)

pace he maintained throughout his four-year term. President Obama issued an average of 32 executive orders per year; President G.W. Bush 36; President Clinton 46; President G.H.W. Bush 42; President Reagan 48; and President Carter 80. The figure for President Obama is an average for the years 2009-2015. National Archives and Records Administration, "Administration of Barack Obama (2009-Present)," at http://www.archives.gov/federal-register/executive-orders/obama.html; National Archives and Records Administration, "Administration of George W. Bush (2001-2009)," at http://www.archives.gov/federal-register/executive-orders/wbush.html; National Archives and Records Administration, "Administration of William J. Clinton (1993-2001)," at http://www.archives.gov/federal-register/executive-orders/clinton.html; National Archives and Records Administration, "Administration of George Bush (1989-1993)," at http://www.archives.gov/federal-register/executive-orders/bush.html; National Archives and Records Administration, "Administration of Ronald Reagan (1981-1989)," at http://www.archives.gov/federal-register/executive-orders/reagan.html; National Archives and Records Administration, "Administration of Jimmy Carter (1977-1981)," at http://www.archives.gov/federal-register/executive-orders/carter.html.

[197] Mayer, "Executive Orders and Presidential Power," p. 457.

[198] Ibid.

[199] Ibid.

[200] Ibid., p. 459.

[201] Ibid., p. 445.

[202] Executive Order 11971, "Establishing the Committee on Selection of the Director of the Federal Bureau of Investigation," 42 *Federal Register* 9155, February 15, 1977,.and Executive Order 12255, "Providing for the Closing of Government Departments and Agencies on Friday, December 26, 1980," 45 *Federal Register* 80807, December 5, 1980, respectively.

assistance functions from the President to the director of the Federal Emergency Management Agency.[203] Turning to executive orders with policy implications, President Reagan brought agency rulemaking under the control of OMB and required cost-benefit analyses be conducted for proposed rules.[204] Most notable among the executive orders signed by President Carter during a transition period was a package of executive orders relating to the negotiated release of American hostages being held in Iran.[205]

Submission of the President's Budget in Transition Years[206]

When a new Congress convenes in January, one of its first orders of business is to receive the annual budget submission of the President. Following receipt of the President's budget submission, Congress begins the consideration of the budget resolution and other budgetary legislation for the upcoming fiscal year, which starts on October 1.[207] The transition from one presidential Administration to another raises special issues regarding the annual budget submission. Which President—the outgoing President or the incoming one—is required to submit the budget, and how will the transition affect the timing and form of the submission? This section provides background information that addresses these questions.[208]

[203] Executive Order 12669, "Organization of Eastern Caribbean States," 54 *Federal Register* 7753, February 23, 1989, and Executive Order 12673, "Delegation of Disaster Relief and Emergency Assistance Functions," 54 *Federal Register* 12571, March 23, 1989, respectively.

[204] Executive Order 12291, "Federal Regulation," 46 *Federal Register* 13193, February 17, 1981.

[205] Executive Order 12276, "Direction Relating to Establishment of Escrow Accounts," 46 *Federal Register* 7913, January 23, 1981; Executive Order 12277, "Direction to Transfer Iranian Government Assets," 46 *Federal Register* 7915, January 23, 1981; Executive Order 12278, "Direction to Transfer Iranian Government Assets Overseas, 46 *Federal Register* 7917, January 23, 1981; Executive Order 12279, "Direction to Transfer Iranian Government Assets Held by Domestic Banks," 46 *Federal Register*7917, January 23, 1981; Executive Order 12280, "Direction to Transfer Government Financial Assets Held by Non-banking Institutions," 46 *Federal Register* 7921, January 23, 1981; Executive Order 12281, "Direction to Transfer Certain Iranian Government Assets," 46 *Federal Register* 7923, January 23, 1981; Executive Order 12282, "Revocation of Prohibitions Against Transactions Involving Iran," 46 *Federal Register* 7925, January 23, 1981; Executive Order 12283, "Non-prosecution of Claims of Hostages and for Actions at the United States Embassy and Elsewhere," 46 *Federal Register* 7927, January 23, 1981; Executive Order 12284, "Restrictions on the Transfer of Property of the Former Shah of Iran," 46 *Federal Register* 7929, January 23, 1981; Executive Order 12285, "President's Commission on Hostage Compensation," 46 *Federal Register* 7931, January 23, 1981.

[206] Prepared by Michelle D. Christensen, Analyst in Government Organization and Management, Government and Finance Division.

[207] For more information on the federal budget process, see CRS Report 98-721, *Introduction to the Federal Budget Process*, coordinated by James V. Saturno.

[208] For additional information on this topic, see CRS Report RS20752, *Submission of the President's Budget in Transition Years*, by Michelle D. Christensen. For information on the executive budget process generally, see CRS Report R42633, *The Executive Budget Process: An Overview*, by Michelle D. Christensen.

Is the Outgoing or Incoming President Required to Submit the Budget?

The Budget and Accounting Act of 1921, as amended, requires the President to submit a budget annually to Congress toward the beginning of each regular session.[209] This requirement first applied to President Warren Harding, for FY1923.

The deadline for submission of the budget, first set in 1921 as "on the first day of each regular session," has changed several times over the years:

- in 1950, to "during the first 15 days of each regular session";[210]
- in 1985, to "on or before the first Monday after January 3 of each year (or on or before February 5 in 1986)";[211] and
- in 1990, to "on or after the first Monday in January but not later than the first Monday in February of each year."[212]

The 20th Amendment to the Constitution, ratified in 1933, requires each new Congress to convene on January 3 (unless the date is changed by the enactment of a law) and provides a January 20 beginning date for a President's four-year term of office. Therefore, under the legal framework for the beginning of a new Congress, the beginning of a new President's term, and the deadline for the submission of the budget, all outgoing Presidents prior to the 1990 change were obligated to submit a budget.

The 1990 change in the deadline made it possible for an outgoing President to leave the annual budget submission to his successor, an option which the three outgoing Presidents since then (G.H.W. Bush, Clinton, and G.W. Bush) have chosen. The most recent budget, for FY2017, was submitted by President Obama. If outgoing President Obama chooses the same option as his three predecessors, the submission of the FY2018 budget would be the responsibility of his successor.

Because President G.H.W. Bush chose not to submit a budget for FY1994 (and was not obligated to do so), President Clinton submitted the original budget for FY1994 rather than budget revisions. Similarly, the budget for FY2002 was submitted by the incoming President G.W. Bush, rather than by outgoing President Clinton, and the budget for FY2010 was submitted by incoming President Obama, rather than outgoing President G.W. Bush.

Transition Year Budgets: Deadlines and Timing of Recent Submissions

During the period beginning with the full implementation of the congressional budget process (in FY1977), six presidential transitions of Administration have occurred. During this time, the three outgoing Presidents required to submit a budget (Ford, Carter, and Reagan) did so on or before the statutory deadline. As mentioned above, the three Presidents who were not required to submit

[209] 31 U.S.C. §1105a; P.L. 67-13; 42 Stat. 20.

[210] The 1950 change was made by the Budget and Accounting Procedures Act of 1950 (P.L. 81-784; 64 Stat. 832).

[211] The 1985 change was made by the Balanced Budget and Emergency Deficit Control Act (P.L. 99-177; 99 Stat. 1038).

[212] The 1990 change was made by the Budget Enforcement Act of 1990, which was included in the Omnibus Budget Reconciliation Act of 1990 (P.L. 101-508, Title XIII; 104 Stat. 1388-1573).

an outgoing budget (George H.W. Bush, Bill Clinton, and George W. Bush) chose to leave the budget submission to their respective successors.

In past years, Congress authorized the submission of a budget for a fiscal year after the statutory deadline by enacting a deadline extension in law. For example, the deadlines for submission of the budgets for FY1981, FY1984, and FY1986 were extended from mid-January to late-January or early-February by P.L. 96-186, P.L. 97-469, and P.L. 99-1, respectively. Beginning in the late 1980s, however, several original budgets were submitted late without authorization. For FY1991, the budget was submitted a week after a deadline that already had been extended by law (P.L. 101-228). For FY1989, the budget was submitted 45 days after the deadline without the consideration of any measure granting a deadline extension.

The three most recent transition-year budgets (FY1994, FY2002, and FY2010), were submitted 66, 63, and 98 days after the deadline, respectively, without consideration of a measure granting a deadline extension. Presidents Clinton and G.W. Bush submitted the original budgets for FY1994 and FY2002 (on April 8, 1993 and April 9, 2001, respectively). President Obama submitted an overview of his budget, "A New Era of Responsibility: Renewing America's Promise" on February 26, 2009, two days after delivering an address on his economic and budget plan to a joint session of Congress. He submitted his *Appendix*, which contained detailed budget information on May 7, 2009, and additional supplemental volumes, including the *Analytical Perspectives* and the *Terminations, Reductions, and Savings* volume, on May 11, 2009.

Transition Year Budgets: Special Messages and Budget Revisions

Although Presidents Reagan, Clinton, G.W. Bush, and Obama did not submit detailed budget proposals until April or May of their first year in office, each of them advised Congress regarding the general contours of their economic and budgetary policies in special messages transmitted to Congress in February. In addition, each incoming President since Reagan has presented his special message on the budget to a joint session of Congress.[213]

Once the original budget for a fiscal year has been submitted, a President or his successor may submit revisions at any time. Since 1921, incoming Presidents, except for Warren Harding,[214] Clinton, G.W. Bush, and Obama, assumed their position with a budget of their predecessor in place. Six incoming Presidents chose to modify their predecessor's budget by submitting revisions shortly after taking office: Eisenhower, Kennedy, Nixon, Ford, Carter, and Reagan. Six incoming Presidents chose not to submit revisions: Calvin Coolidge, Herbert Hoover, Franklin D. Roosevelt, Truman, Johnson, and G.H.W. Bush.[215]

[213] While not technically State of the Union Addresses, these presentations contain many of the same elements and serve much the same purpose as the State of the Union. As such, they are frequently counted as State of the Union Addresses by scholars. For additional information, see CRS Report R40132, *The President's State of the Union Address: Tradition, Function, and Policy Implications*, by Colleen J. Shogan.

[214] Warren G. Harding was the first President required to submit a consolidated federal budget to Congress. For additional information, see CRS Report R43163, *The President's Budget: Overview of Structure and Timing of Submission to Congress*, by Michelle D. Christensen.

[215] Presidents Coolidge and Hoover each assumed office with a reduced opportunity of time to submit budget revisions. President Coolidge assumed office on August 3, 1923, following the death of President Harding, which effectively prevented him from submitting budget revisions prior to the start of the fiscal year in July. President Hoover was the final President elected prior to the ratification of the Twentieth Amendment in 1933. Consequently, his term did not begin until March.

Since FY1977, two incoming Presidents (Carter[216] and Reagan)[217] submitted revisions of their predecessors' budgets. Though President George H. W. Bush did not submit an official revision of President Reagan's FY1990 budget, he submitted a document to Congress to coincide with his first State of the Union Address that contained many of the same elements as budget revisions that had been submitted by previous incoming Presidents.[218]

Author Contact Information

L. Elaine Halchin, Coordinator
Specialist in American National Government
ehalchin@crs.loc.gov, 7-0646

Key Policy Staff

Area of Expertise	Name	Phone	E-mail
Agency Rulemaking	Maeve P. Carey	7-7775	mcarey@crs.loc.gov
Cybersecurity	Chris Jaikaran	7-0750	cjaikaran@crs.loc.gov
Executive Branch Political Appointments	Henry B. Hogue	7-0642	hhogue@crs.loc.gov
Executive Clemency	Garrett Hatch	7-7822	ghatch@crs.loc.gov
Executive Orders	L. Elaine Halchin	7-0646	ehalchin@crs.loc.gov
Government Records	Wendy Ginsberg	7-3933	wginsberg@crs.loc.gov
Judicial Branch Appointments	Barry J. McMillion	7-6025	bmcmillion@crs.loc.gov
National Security	John W. Rollins	7-5529	jrollins@crs.loc.gov
Personnel-Political to Career Conversions	Barbara L. Schwemle	7-8655	bschwemle@crs.loc.gov
Submission of the President's Budget	Michelle D. Christensen	7-0764	mchristensen@crs.loc.gov

[216] The budget revisions are transmitted along with a short Presidential Message, which is noted in the *Congressional Record*. Presidential Message, *Congressional Record*, vol. 123, part 4 (February 22, 1977).

[217] President Reagan submitted two budget revisions for FY1982. See Presidential Message, *Congressional Record*, vol. 127, part 3 (March 10, 1981), p. 3928, and Presidential Message, *Congressional Record*, vol. 127, part 5 (April 7, 1981), p. 6627.

[218] President G.H.W. Bush submitted a 193-page document titled *Building a Better America* to Congress which contained select modifications of the FY1990 budget as well as legislative proposals to reform the budget process. See Presidential Message, *Congressional Record*, vol. 135, part 2 (February 9, 1989), p. 2081.

EXHIBIT 2

PRESIDENTIAL
TRANSITION GUIDE

PARTNERSHIP FOR PUBLIC SERVICE
CENTER *for* PRESIDENTIAL TRANSITION

The Partnership for Public Service is a nonpartisan, nonprofit organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works. The Partnership teams up with federal agencies and other stakeholders to make our government more effective and efficient.

We pursue this goal by:

- Providing assistance to federal agencies to improve their management and operations, and to strengthen their leadership capacity
- Conducting outreach to college campuses and job seekers to promote public service
- Identifying and celebrating government's successes so they can be replicated across government
- Advocating for needed legislative and regulatory reforms to strengthen the civil service
- Generating research on, and effective responses to, the workforce challenges facing our federal government
- Enhancing public understanding of the valuable work civil servants perform

---

We would like to thank our strategic partner in this work, The Boston Consulting Group, as well as the Rockefeller Brothers Fund, whose generous support made this transition guide possible.

BCG
The Boston Consulting Group

Rockefeller Brothers Fund
Philanthropy for an Interdependent World

PRESIDENTIAL
TRANSITION GUIDE

April 2016
Second Edition

Copyright © 2016 by the Partnership for Public Service

Policies made available under a Creative Commons Attribution-NonCommercial License.
To view a copy of the license, visit https://creativecommons.org/licenses/by-nc/4.0/

Table of Contents

INTRODUCTION 3

About this Guide 6

GETTING ORGANIZED 9

Fundamentals of Getting Organized 9

Major Steps in Presidential Transition Management 14

BUILDING THE TEAM 37

Key Transition Leadership Activities 39

PRESIDENTIAL APPOINTMENTS 51

The Basics of Making Presidential Appointments 52

Major Steps in Personnel Management 58

POLICY IMPLEMENTATION 85

Major Activities in Policy Implementation 88

AGENCY REVIEW 113

Major Steps in the Agency Review Process 116

SUPPORTING THE PRESIDENT-ELECT 165

Fundamentals of the President-elect's Schedule 165

Major Steps in Presidential Calendar Planning 171

Vice Presidential Personnel and Transition Planning 177

Transition Planning for the First Family 178

ROLE OF THE OUTGOING ADMINISTRATION 181

Role of the Outgoing President 182

Major Steps for the Outgoing President 186

In the 1972 dramatic film The Candidate, a dazed U.S. Senator-elect Bill McKay learns he has won a hard-fought Senate election. Turning to his campaign manager, he asks, “So...what do we do now?”

This classic scene from fiction highlights the real-life difficulty of preparing to govern in the midst of campaigning, and the void that is created if planning does not take place.

While poor planning may be an afterthought in the movies, the consequences in reality are serious and sobering. Preparing to take over the presidency of the United States of America is highly complex and extremely important. Done well, it will set up a new administration for success for the next four years; done poorly, and it will be difficult for a new administration to recover.

Introduction

The purpose of this guide is to share many of the lessons learned from past transitions, and to suggest best practices and key choices most likely to contribute to smooth and successful transitions in the future.

Executing a presidential transition involves establishing key goals and organizing the infrastructure necessary to achieve them, including:

- Staffing the White House and the Executive Office of the President, developing a functional decision-making structure and preparing to assume governing responsibility
- Making more than 4,000 presidential appointments, roughly 1,000 of which require Senate confirmation
- Getting up to speed on more than 100 federal agencies and organizing and training leadership teams for each
- Building a full policy platform for the new administration and planning executive actions, a management agenda, a budget proposal and potential legislation to implement those policies
- Preparing a 100- to 200-day plan for executing the policies laid out by the president during the campaign and getting the new administration off to a quick start
- Developing a strategy for communicating with the American people, Congress, the media, political appointees, the federal workforce and other stakeholders

New administrations often have faced a major crisis within their first few months in office, from the economic meltdown that confronted President Barack Obama as he took the reins in January 2009, to the September 11th terrorist attacks that occurred nine months after President George W. Bush's inauguration, to the lingering savings and loan crisis that required the early attention of President George H.W. Bush in 1989.[1] Candidates cannot wait until after the election to begin thinking about how they will organize and prepare to deal with such emergencies. This work must begin well in advance of Election Day so the new administration is ready to govern—and prepared for any possibility—on day one.

The Partnership for Public Service's Center for Presidential Transition and its Ready to Govern® initiative are designed to ensure the smooth and safe transfer of both power and knowledge during the peaceful transition from one administration to the next. Ensuring that each incoming presidential administration is ready to lead on day one is a national security imperative and a solemn duty to the American people.

Few presidential transitions have been well documented, and even fewer have captured key documents, information and advice in a way that will be useful to future transition teams—a surprising and even concerning fact, given the enormous amount of planning and preparation that the transition requires. As the presidential campaign season heats up, we need to place as much emphasis on the ability of candidates to lead our government as we do on their policy positions. The next president is essentially the CEO of a complex organization of nearly 4.1 million federal employees whose mandate is protecting U.S. citizens and creating an environment where they can prosper. This means the president must begin transition activities early, smartly and at full strength.

With the Center for Presidential Transition, the Partnership has created a learning system to assist outgoing administrations, presidential candidates, presidential transition teams, federal agency leaders and government career executives and provide access to the resources they need to plan, prepare and contribute to a smooth transfer of power. Our material is gleaned from a variety of sources, including prior transition teams, administration officials, government agencies, good government organizations and transition scholars. We hope this permanent "one stop shop" for all things transition will serve to educate, inform and equip all those who play a role in the presidential transition to make each one better than the one before.

1 John P. Burke, "George H. W. Bush: Transition and Early Presidency," in *Triumphs and Tragedies of the Modern Presidency: Seventy-Six Case Studies in Presidential Leadership*, ed. David Abshire (Washington, DC: Center for the Study of the Presidency, 2001), 43.

The Center for Presidential Transition is home to the Ready to Govern® initiative, a four-pronged approach to our work.

DEVELOPING A MANAGEMENT ROADMAP

Sound management enables the effective implementation of policy and is essential for a successful presidency. Management mistakes can cost an administration dearly in reputation and results, and as such, transition teams should devote time and resources to develop a robust management agenda. We work with good government stakeholders to develop management recommendations for the next administration.

ENGAGING CONGRESS AND PROMOTING PRESIDENTIAL TRANSITION REFORMS

To establish a stronger infrastructure and framework for transitions, the administration and Congress must work together to make improvements to the process. We have identified actions that Congress can take, including codifying best practices from prior transitions, designating a federal transition coordinator, and further reducing the number of positions subject to Senate confirmation.

ASSISTING THE 2016 PRESIDENTIAL CANDIDATES

There is currently no single place for campaigns to obtain comprehensive information regarding transition planning. The Partnership is working to fill this void by creating this presidential transition guide, and by facilitating relationships between transition teams, the outgoing administration and individuals with prior transition experience.

PREPARING PRESIDENTIAL APPOINTEES TO SUCCEED

The success of every presidency depends on picking high-quality agency appointees and preparing them to lead in the public sector. Through our Ready to Govern forums, bipartisan faculty from previous administrations will meet with incoming political leaders to prepare them to effectively govern.

ABOUT THIS GUIDE

This guide is a collection of decision points and approaches to presidential transition planning and execution. It is an attempt to clarify the process of planning for a presidential transition, and to gather lessons learned and best practices from prior recent transitions of both political parties. The goals are to create the expectation that presidential candidates will prepare for a potential transition well before Election Day, and make the transition process more established and less politically sensitive.

The intended audience includes presidential candidates and their top campaign and transition staff, outgoing administrations, policymakers invested in presidential transitions, agency officials involved in the transition, outside groups that provide advisory support, the media and the public at large.

The guide covers the major activities and phases of a presidential transition, seeks to provide detail where it will be most helpful, and explains how successful and smooth transitions of political power should operate. However, it is not exhaustive and is not intended as a complete history of past presidential transitions. Furthermore, it is a living document that will be updated and augmented as we continue to learn more about presidential transitions.

The material was drawn from a variety of sources, including interviews with participants in past transitions, archived materials that were developed as part of past transition operations, and scholarly studies on the subject of presidential transitions and the presidency. Individuals interviewed provided information on the basis of non-attribution, and direct quotes have been included with permission.

This document is the result of a number of ongoing Partnership activities focused on political transitions, specifically:

- The 2008 conference organized by the Partnership for Public Service and held at the Pocantico Conference Center of the Rockefeller Brothers Fund in Tarrytown, New York that brought together representatives of federal agencies, good government groups and members of the major campaigns to discuss transition planning.
- The Partnership's 2010 report, "Ready to Govern," that detailed the preparations made by the presidential campaigns of Sens. Barack Obama and John McCain, and the outgoing Bush administration for the 2008 presidential transition. This report recommended ways to improve presidential transitions, including through early preparation, changes to the appointment and personnel processes, and coordination between outgoing and incoming administrations.
- The Partnership's 2012 Presidential Management and Transition Conference, which included senior members of the teams of President Obama and Republican candidate Mitt Romney, including the chairman of the Romney Readiness Project. Conference materials were co-developed with the Boston Consulting Group, including a "Fact Pack" on past transitions and a primer on past transition efforts.

- The Boston Consulting Group's in-depth analysis of presidential transition calendars and how presidents-elect spend their time between the election and the inauguration.
- Recommendations to simplify and streamline the presidential appointments process, including passage of legislation to reduce the number of political appointees subject to Senate confirmation.
- A series of interactive courses designed by the Partnership and other partners to provide new political appointees with the tools they need to succeed and excel in their roles as government leaders.
- Sponsoring the release event for the Romney transition team's book, Romney Readiness Project 2012: Retrospective and Lessons Learned, by Michael Leavitt, Chris Liddell, Daniel Kroese and Clark Campbell, detailing the Romney team's presidential transition planning goals, milestones and activities.

The Partnership for Public Service is a nonprofit, nonpartisan organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works. Specifically, the Partnership is committed to developing strong leaders at the highest levels of government through extensive training for both career and political employees, as well as through research and legislation. The Presidential Transition Guide is an important example of this commitment. The Partnership for Public Service was founded in 2001 by Samuel J. Heyman, a successful businessman, philanthropist and former federal employee who wanted to give back to his country. The Partnership is based in Washington, DC.

The Boston Consulting Group (BCG) is a global management consulting firm and one of the world's leading advisors on business strategy and change management. BCG was founded in 1963 and has more than 10,500 staff based in 82 offices around the world. BCG's U.S. Federal Practice was founded in 2009 and helps clients address their most critical challenges to enable more efficient, effective and affordable government.

"My key advice to a new transition team is to decide early what you want to get out of the transition. This will help you set priorities and design your structure."

Clay Johnson
Executive Director, Bush-Cheney Transition

CHAPTER 1

Getting Organized

Preparing to take over the Executive Office of the President and the enormous responsibility of running the federal government is the most important job a presidential candidate faces outside of winning the election. Managing a successful transition requires building and organizing a transition team, establishing clear goals and milestones for each phase of transition, and ultimately securing the right team of leaders to guide the president-elect and the entire government through the transition process.

Each presidential transition or aspiring transition has learned from prior efforts and added its own unique contributions to the process. While there are multiple approaches, smooth transition operations require clear priorities, a robust work plan, a cooperative relationship with the campaign, sufficient resources and a shared commitment to coordinate with the outgoing White House.

FUNDAMENTALS OF GETTING ORGANIZED

Preparing a candidate or president-elect to take over the functions of government is an immensely complicated process. Managed well, it can result in a smooth transition of government and a new administration ready to take immediate control of the presidency. Managed poorly, it can lead to delays in staffing key positions, strategic errors in planning and communication and, at worst, difficulty responding to immediate national security challenges.

Given the sheer size and complexity of the federal government, transition planning is a daunting task. An incoming president is responsible for making more than 4,000 appointments and managing an organization with a budget of nearly $4 trillion and more than 2 million civilian employees performing missions as diverse as national defense, securing our borders, conducting medical research and reducing homelessness. Any candidate for the presidency must be ready to handle the demands of leading a massive organization that operates too much like a holding company for disconnected entities and not enough like a unified whole. Building a robust and effective transition operation to ensure the new administration is "ready to govern," with a whole-of-government approach, must begin no later than spring of an election year—and preferably sooner.

One inescapable feature of presidential transitions is the calendar—there will be an election, and there will be a finite amount of time in which to prepare for the move from readiness to governing.

Transition timeline

The full presidential transition process consists of three main phases, covering roughly one year, from April or May of the election year all the way through the inauguration and the new administration's first 100 days.

With only 75 days between the election and inauguration, incoming administrations have a very short time to assume the responsibilities of government. The volume of responsibilities and number of transition personnel increase exponentially with each new phase, reaching upward of 1,200 staff and volunteers by the eve of the inauguration. A full description of staffing and organizing the transition team can be found in Chapter 2.

The three main phases of a presidential transition are as follows:

PRE-ELECTION "PLANNING" PHASE

Planning for a presidential transition should start in earnest in May or June of the election year. Successful transition operations tend to prepare early. For example, Republican candidate Mitt Romney's team began planning in June 2012 (although some initial planning took place in April and May).[2] The Obama transition team began its preliminary work in April 2008 and formal planning in May, while George W. Bush began work on his transition preparation even earlier, instructing a few close advisors to begin thinking about these issues as early as June 1999.

The Romney Readiness Project considered the pre-election phase in two parts, the first being the "Readiness" phase in which the transition structure and goals were fleshed out. This period began on June 1, 2012, and concluded on August 30 following the conclusion of the Republican National Convention. The second period was considered the "Planning" phase and it began immediately following the convention. The reason for the distinction is the Pre-Election Presidential Transition Act of 2010 (Public Law 111-283), which made office space and equipment, information technology and staff assistance

2 Michael O. Leavitt, Christopher Liddell, Daniel Kroese, and Clark Campbell, *Romney Readiness Project 2012: Retrospective and Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 21.

available to presidential candidates through the General Services Administration (GSA) following the major party nominating conventions. The Romney transition operation was the first to have access to transition support before the election and was able to move into government-supplied office space by early September 2012.[3]

Key activities in this pre-election phase include setting goals for the transition; assembling and organizing the key transition team staff; allocating responsibilities among the team and allocating resources and personnel for each core work stream; developing an overall management work plan to guide the team through the entire transition process; and establishing relationships with Congress, the outgoing administration, GSA, the Office of Government Ethics, the FBI and the Office of Personnel Management (OPM) to encourage information sharing and to begin the security clearance process for select personnel.

POST-ELECTION "TRANSITION" PHASE

The actual transition phase lasts only about 75 days, the window between the election and the inauguration. During this time, the transition team must handle the influx of campaign staff and additional personnel into daily operations and prepare to take over the functions of government. Key activities in this phase include staffing the office of the president-elect; deploying agency review teams; building out the president-elect's management and policy agendas and schedule; and identifying the key talent necessary to execute the new president's priorities.

POST-INAUGURATION "HANDOVER" PHASE

Following the inauguration and transfer of power to the next president, a new administration has a narrow window of approximately 100 days in which to achieve quick wins and build the momentum necessary to propel significant policy initiatives forward. The focus in this phase tends to be on identifying and vetting the right staff and appointees based on the president's top priorities—a formidable task given that the new administration will fill roughly 4,000 political appointments, including about 1,000 that require Senate confirmation. The administration also will have to officially close down the transition operation and preserve important records to aid future transition teams.

Workstreams during the transition

The complexity of the presidential transition process is simplified when it is broken down into manageable workstreams: policy implementation, agency review, presidential appointments, and operations and support functions such as legal counsel, congressional outreach and budget and financial planning. Brief summaries of the activities involved follows, with greater discussion of each in subsequent chapters. These areas intersect, but each needs a capable manager at the helm to enable the transition chairman and executive director to keep an eye on the transition enterprise as a whole.

3 Prior to the 2010 law, GSA was authorized under the Presidential Transition Act of 1963, as amended, to provide post-election transition support services to the president-elect but was not authorized to provide transition support to major party candidates prior to an election.

Policy implementation

One of the roles of a presidential transition team is to take the major issues that the candidate ran on and build them out into a comprehensive policy platform with an eye toward executive orders, legislation and possible agency action. This includes prioritizing the top two to three issues the new president will focus on during the early days of the administration, identifying the most talented management and policy experts to lead each major policy initiative, and looking at ways to leverage the activities of federal agencies to further the administration's policy goals. The team should keep a running list of promises made on the campaign trail. As Tevi Troy, a group leader on the Romney Readiness Project's policy team, explains, "the policy team plays a critical role in coordinating a president-elect's formal policy platform and ensuring those policies can and will be implemented upon taking office."

Agency review

In preparing the incoming administration to take the reins of the federal government, the transition team must get up to speed on more than 100 agencies within the government, although one former transition chairman advises that the vast majority of the work will be spent on 30 or so agencies, including the Cabinet. The work includes devising a plan for how the president-elect and his or her appointees will lead each agency, the type of expertise needed in the agency, names of candidates for each position, the work of the agency and how it fits into the president-elect's vision and policy priorities, the state of the agency's career workforce and the most important issues facing the agency. The agency review is key to understanding the immediate issues or decisions the incoming team should know about.

Presidential appointments

Staffing a new administration requires more than 4,000 presidential appointments, including approximately 1,000 requiring Senate confirmation. The transition team must identify and internally vet priority personnel and senior leadership candidates, help guide them through the ethics and security clearance processes and, when necessary, prepare them for Senate confirmation. Ultimately, the new president's appointees should be trained to function as a team and brought up to speed quickly on what it takes to succeed in government as part of an administration.[4] The personnel team must also manage the process for selecting many mid- and lower-level positions that also require vetting and clearance.

Operations

The transition team must be prepared to handle the basic administrative tasks of running a fast-moving, rapidly growing and changing office from the election to the inauguration. This includes continuous onboarding of staff from the campaign and elsewhere, managing the flood of information, and working closely with GSA on everything from issuing credentials to ensuring adequate

4 See Cabinet orientation curriculum, Chapter 3 page 72.

office space and IT support. Given the ever-increasing importance of information technology to the work of government and to the management of a large and growing organization like a presidential transition team, it is critical that the operations team help develop IT systems that will transfer smoothly to the White House. The transition team also must have financial management and fundraising capacity to ensure sufficient resources to allow the transition operation to function and expand as necessary. The need for financial support can be significant: President Obama's 2008 transition cost more than $9 million, and nearly half of that amount came from private funds.

Congressional and external outreach

Moving presidential nominees and policy priorities through Congress after taking office is of paramount importance, and requires a dedicated team of experienced people to build and execute a strategy to advance the new president's policy initiatives with the help of key lawmakers and external stakeholders. The transition team will need to find ways to manage and organize the tremendous amount of information that will be offered the day after the election. This includes job applications, suggestions for potential appointees, and queries and messages from governors, mayors, members of Congress, well-wishers and foreign leaders. A savvy team will use the transition to build strategic alliances in a timely and responsible manner.

Four critical areas to transitions

	OPERATIONS AND SUPPORT	POLICY PLANNING	AGENCY REVIEW	PRESIDENTIAL APPOINTMENTS
Pre-election	**Prepare to manage transition** • Staffing • Logistics • Security clearances **Coordinate with campaign**	**Prepare for post-election phase** • Get right skeleton staff in place • Develop "promises book" from campaign	**Prepare for post-election phase** • Line up staff • Establish clear guidance for review teams **Develop initial briefing materials for agency heads**	**Build list of top 200 names** • Initial vetting with public sources • Start deep vetting of top candidates **Plan later personnel opportunities, PPO**
Post-election	**Manage the overall transition** • Budget • Logistics • Communications **Coordinate with White House, president-elect** **Work with Congress**	**Develop policy priorities for new administration** • Organized by major issue area **Work on urgent policy issues** • Executive orders, regulations • Budget next fiscal year	**Conduct agency assessments** • Identify program, policy priorities • Identify urgent issues • Review budgets **Prepare summary materials for president and new agency heads**	**Deeply vet potential top-level nominees** **Vet and select next level of nominees** **Establish operations to administer hiring process**

Source: Boston Consulting Group analysis

Legal counsel

Having access to timely and well-informed legal advice is invaluable to any transition operation. Legal counsel play a key role in vetting potential nominees, making nominees aware of the legal and ethical requirements that may apply to the position for which they are being considered, and ensuring the transition team meets all ethics and financial disclosure rules. The legal counsel can also help evaluate "midnight regulations" (rules instituted by the outgoing administration near the end of its term). This is an important role of the transition team that will engage in many different aspects of the transfer of power.

Communications

The 2010 Pre-Election Presidential Transition Act (P.L. 111-283) brought more public attention to the presidential transition process than ever before, thanks to its requirement that the GSA provide substantive support to transition teams before Election Day. A communication strategy needs to be developed to shape when and how the transition will inform the public and the press about its activities, key personnel and policy decisions, and events involving the president-elect.

MAJOR STEPS IN PRESIDENTIAL TRANSITION MANAGEMENT

Setting clear transition priorities

A critical lesson learned from prior presidential transitions is to establish clear priorities early and to keep them in focus. Incoming administrations and transition teams can expect a deluge of advice from previous administration officials, interest groups, outside experts, legislators and the general public. Having a set of priorities from the beginning will help the transition team manage this information rather than be consumed by it. Identifying top priorities also will help determine the overall structure of the transition team and how resources and personnel are allocated.

Transition priorities should build off the major milestones or initiatives laid out by the candidate on the campaign trail and should include specific deadlines and measurable outcomes. For example, the Romney Readiness Project divided its work into three distinct phases: the "Readiness" phase, "Planning" phase and "Transition" phase, which were based around important dates on the election calendar as well as the candidate's own priorities for building the administration from the ground up. These included building the infrastructure of the pre-election transition team, setting dates and timelines for deliverables and preparing for the full transition.

Developing a transition work plan

Preparing for a presidential transition requires a comprehensive work plan of the major activities and milestones at each stage of the transition process. The purpose of this work plan is to serve as the roadmap of the transition and to help the transition team focus their efforts and track their progress. A clear transition work plan also provides senior management with a direct line of sight over the activities of the entire organization.

Robust presidential transition work plans can be structured in a variety of ways, but should all include the following elements:

- Clearly defined goals and objectives that the transition team hopes to achieve
- The specific steps or activities that need to take place in order to achieve each objective
- Clear assignments and responsibilities for implementing each activity
- A set of milestones and deadlines by which each major activity should have occurred or been completed

As part of developing its work plan, the Romney Readiness Project used a tool called the "One-Page Project Manager," which laid out the major goals and milestones for the transition on a single document. Each division (e.g., Presidential Appointments, President-Elect Support had a single overarching goal to meet, broken down into smaller deliverables with defined steps and due dates. The Obama transition had a less fully developed work plan, but had done significant work laying the ground for the post-election transition and keeping Sen. Obama informed on their progress.

Once a transition work plan has been developed by the senior transition management team, it should be communicated clearly and regularly to the entire staff. Because transition teams evolve and grow so rapidly, being able to quickly and easily communicate the overall objectives, activities and milestones of the transition is crucial for bringing new volunteers and staff up to speed and ensuring each individual understands how their actions fit into the larger strategy.

Determining the relationship to the campaign

In the first phase of a presidential transition, it is important to establish a clear division of responsibilities between a candidate's campaign staff and transition team. Clarifying the roles of each organization and establishing lines of communication between the two allows campaign staff to focus on the task of winning the election and frees the transition team to focus on preparing to govern. Leadership of the campaign and transition operations should determine who will do what, and how and through whom the two organizations will communicate. Whatever process is arranged, the candidate should be free to focus on the election and given only the amount of transition planning information that is needed or desired.

Disconnecting the two teams can refer not only to the separation of responsibilities, but to personnel and physical office space as well. Sen. John McCain's 2008 team ran into some trouble after housing the transition and campaign operations in the same building, with the senior managers having responsibilities to both, resulting in significant bottlenecks and delays. George W. Bush avoided this potential conflict in 2000 by moving the entire transition team to Washington DC, with completely separate publicity and communication teams, an arrangement that worked fairly well. President Obama chose to base his transition operation in Washington, DC, as well, choosing members of his Senate

staff (and later John Podesta) to manage it. Similarly, Romney based his 2012 campaign team in Boston, with his transition staff based in Washington and communication between the two channeled through the transition chairman.

Another benefit of separation is that it reduces the potential friction between the two teams. There is often a fear among campaign staff that the transition team members will position themselves for the best jobs in the administration, and a fear among transition staff that the campaign will take control following the election. Separating the teams frees each to focus on their particular responsibilities without worrying about stepping on each other's toes.

Separating the campaign and transition teams has some drawbacks, particularly in implementing what the president-elect campaigned on and building it into

WHAT DOES THE TRANSITION TEAM NEED TO KNOW FROM THE CANDIDATE AND THE CAMPAIGN?

Certain key pieces of information from the campaign will allow the transition team to make the best use of limited time and resources. Here are issues for the transition to consider:

1. **How would the candidate like to be briefed on transition activities?**

   To make the best use of the candidate's limited time before and after the election, the transition team should understand the principal's work style, and prepare and organize materials and briefings accordingly. For example, a data-driven leader will want more numbers and data than someone who prefers to receive information in narrative form. Some presidents-elect prefer to read briefing materials; others prefer oral briefings, or a combination of both.

2. **Where will the president-elect be based?**

   Most recent transitions have elected to use a dual-site structure that balances important transition functions between the president-elect's hometown and Washington, DC It is important for the transition team to know as soon as possible where the president-elect plans to be based and whether he or she will spend any time in Washington, DC so the GSA can arrange for office space and the transition team can plan accordingly.

3. **How long will the president-elect work each day? How will time be allocated given strategic objectives? What kind of vacation time will the president-elect need?**

   Just as important as understanding the president-elect's work style is understanding how long the candidate will be working per day during the transition period. The principal's availability will dictate the time allocated to the most critical strategic objectives and how time is divided up among issues such as appointments and personnel, calls with foreign leaders, congressional affairs, policy and intelligence briefings. There will never be enough time for every part of the transition team to get the attention it wants, so this can act as a mechanism to force the transition and president-elect's staff to think about what is most important and what needs the most attention.

4. **What are the general characteristics that the candidate would like to see in potential Cabinet-level appointees?**

   Those responsible for developing the personnel lists need to have a clear understanding of the qualities that the president-elect wants to see in appointees and staff.

a full policy platform. Various campaigns have approached this differently. The Bush 2000 transition separated most campaign and transition functions, but the main policy architects on the campaign, such as Margaret Spellings, who developed Bush's education platform, owned their particular policy area through the campaign and transition phase and into the administration itself. In 2008, the Obama campaign chose to mostly separate the campaign and transition functions, but there was some overlap in the area of policy. For example, Linda Darling-Hammond, a well-respected Stanford professor, helped develop the campaign's education platform and then chaired the transition policy team dealing with education.

5. **Which campaign staff member(s) will be responsible for liaising with the transition team?**

   Because communication between the campaign and transition will be limited to high-level staff within those organizations, it is important that the transition is clear as to who will be the point of contact for updates on transition activities and any items that may require attention from the campaign. This communication can also include specific points of contact for issues such as scheduling, speechwriting and advance for the president-elect that will be very important as Election Day approaches and, of course, post-election.

6. **How will campaign staff be integrated into the transition after Election Day? How many staff will the campaign want to integrate? How will the campaign share staff information with the transition?**

   Leaders of both the transition and campaign should discuss well in advance of Election Day how best to move campaign staff into roles on the transition team, how to manage logistics and personnel issues (including getting important information from the campaign), and how to ensure that both campaign and transition staff are fully informed about policies related to transition and any potential administration employment so that there are no surprises.

7. **How will scheduling for the president-elect be handled post-election?**

   Since it is highly likely that the scheduling staff from the campaign will play that same role after Election Day, the transition team should make sure it has all the critical information necessary to develop realistic schedules and timelines for the president-elect. This should include items such as the president-elect's office hours, points of contact for scheduling and whether there will be a hiatus for vacation.

8. **What are the communication themes for the transition? How should the transition prepare to engage external stakeholders after the election? Who are the key stakeholders that should be part of the communications strategy?**

   Because the campaign will serve as the lead messaging vehicle of the candidate by developing policy positions and responding to events over the course of the campaign, the transition should ensure that it hews closely to the campaign as it develops a post-election communications strategy. The transition should make sure it receives general guidelines and themes from the campaign communications staff to follow as it prepares.

Ensuring sufficient availability of resources

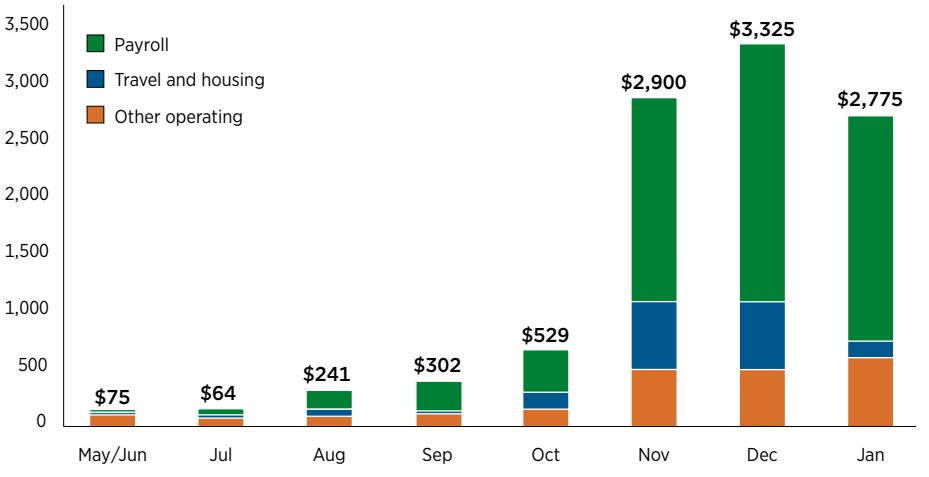
Managing a presidential transition involves the creation and maintenance of a large and rapidly growing organization. This requires the mobilization of significant resources, administrative systems, office space and IT support. Roughly two-thirds of the entire budget of a presidential transition goes to operating expenses and personnel.

The Pre-Election Presidential Transition Act of 2010 gave the GSA the responsibility to provide presidential candidates with resources following their party nomination. As part of this mandate, GSA will provide transition teams with office space and furniture, secure computer systems and communication services. GSA also facilitates access to training and other orientation activities for incoming staff. Finally, GSA can help to facilitate the process of submitting names to the FBI or the Office of Personnel Management (OPM) for security clearances for the formal stage of transition.

A president-elect should anticipate raising and spending a significant amount of money on the transition, from initial planning through to the inauguration. In 2008, the cost of Obama's transition was roughly $9.3 million, with an additional $2.2 million set aside for the outgoing president. Of the $9.3 million, about $4 million was raised by Obama from private donors. In 2012, GSA was allocated $8.9 million to spend on the transition after Election Day if Governor Romney had won the election, an amount that will increase with inflation in 2016 in accordance with the Presidential Transition Act, as amended. Given the substantial resource requirements and technology and se-

Romney transition project costs—incurred and projected

All figures are in thousands



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese, and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 69.

EXHIBIT 2
73

curity needs of a modern transition, expenses will likely increase with each future presidential transition, and the president-elect will need to raise additional private funds for the transition to cover all expenses outside of GSA's contribution, including events, website development and travel.

Coordinating with the outgoing administration

The success of a presidential transition relies in part on the cooperation and preparation of the outgoing president and his team, whether the outgoing occupant of the White House has reached the end of his or her second term, or is an incumbent who has lost re-election. While the latter scenario can pose obvious challenges, this does not always have to be the case. Following his defeat in the 1992 election, President George H.W. Bush made clear that his goal was to have a professional, cooperative transition, stating in his concession speech that "our entire administration will work closely with Bill Clinton's team to ensure a smooth transfer of power."[5] Twenty years later, President George W. Bush departed office after two terms and set a similar tone. In public remarks on the day after the 2008 election of Barack Obama, President Bush stated, "I told the president-elect he can count on complete cooperation from my administration as he makes the transition to the White House."

Establishing communication and coordination early with the incumbent administration will help a transition team ensure a steady flow of information throughout the process. This relationship can be divided between pre- and post-election communication. In the pre-election phase, communication with the current administration must be limited, handled delicately and led by a small number of senior people clearly identified at the outset. In the post-election phase, the lines of communication with the outgoing administration will be much more active as the two teams coordinate various critical items such as access to agencies by transition personnel, continuity-of-operations procedures and "tabletop" exercises, and briefing materials to be prepared for appointees of the incoming administration.

To facilitate an ongoing working relationship, a memorandum of understanding (MOU) should be developed before Election Day to cover the relationship between the White House and the president-elect. In 2008, the Bush White House and Obama transition team signed an MOU (see appendix 1.1) that covered a number of important issues, including:

- The specific types of resources and information that the White House will make available, and at what time
- The amount and type of access to federal agencies
- Who on the transition team will have access and how often
- Who on the White House transition team will facilitate the execution of the MOU and ensure that agreed-upon access and support is provided to the president-elect's team
- How and by whom disputes will be resolved

5 Stephanie Smith, Congressional Research Service, *Presidential Transitions*, February 11, 2008, 18. Retrieved from bit.ly/1UxpHCm.

The Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 requires the incumbent administration to negotiate such an MOU with both major party candidates. These MOUs would, at a minimum, cover the conditions of access to agency employees, facilities and documents by transition team staff.

In addition, there were two other MOUs signed by the Bush administration and the Obama transition team. One agreement governed use of GSA services by the transition team, and the other spelled out the details of the Justice Department's role in facilitating security clearances (see appendix 1.2). The passage of the Pre-Election Presidential Transition Act of 2010 meant that future MOUs with GSA would have to cover the set of services provided in both the pre- and post-Election Day periods, which differ somewhat. See appendix 1.3 for an example from 2012.

The transition team, in consultation with the candidate and the campaign, also should consider when and how to begin conferring with Congress. In 2008, the economic crisis created an unusual situation for President-elect Obama's incoming team, and circumstances dictated early engagement. His legislative staff met with members of Congress and the Bush and Obama economic teams immediately following the election and throughout December on an economic stimulus package and the Troubled Asset Relief Program. The Romney Readiness Project considered proactive and substantive interaction with Congress essential to the early success of a potential Romney administration, and began outreach prior to the election. Michael Leavitt, the Romney transition chairman, communicated with Republican leaders on Capitol Hill about appointments and policy, and the staff provided briefings for House GOP committee chairmen and Republican senators who were ranking committee members. Most important is that any interaction with members of Congress prior to the election is either performed through the campaign or sanctioned by the campaign to ensure that the transition and the campaign are working in tandem.

Closing down the transition

Closing down the transition operation once the new administration comes into office (or, for the unsuccessful candidate, when the election is over) is typically overlooked during the frenzy of pre-election activity. Building the transition organization is a highly involved and intensive process, and it is easy to lose sight of the fact that at some point much of the work of the transition will need to be either transferred to the White House or otherwise archived. The Presidential Transition Act of 1988 contains a 30-day statutory deadline which allows for further expenditures by the president-elect and vice president-elect to allow for "a more orderly termination of transition operations." This does not apply to the defeated candidate.[6] The George W. Bush team viewed the transition close-down as a distinct and separate activity from the launch of White House operations.

In 2001, the Bush team found that it required more staff than originally anticipated to close down its transition. Only a small number of adminis-

6 Presidential Transitions Effectiveness Act of 1988: Hearings on H.R. 3932 before the Committee on Government Reform Subcommittee on Legislation and National Security, 100th Congress (1988) (statement of Charles A. Bowsher, Comptroller General of the United States).

trative staff, supported by a few full-time volunteers, was left to assist GSA in vacating the space. However, there were also Cabinet Affairs and policy staff working out of the transition space who required administrative support. Additionally, the presidential personnel office presented a unique challenge in that it proved difficult after the inauguration to integrate the human resource function of the transition into the White House. Bush transition officials stressed that future transitions should more adequately think through the staffing requirements for closing down and transferring important functions to the White House post-election.

Based on this experience, Congress included a provision in the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 allowing GSA to continue providing support services to the president-elect for 180 days after the election. The intent of the provision is to allow the transition team to continue time-sensitive work, around personnel in particular, in the transition space, without the forced disruption of moving the operation to the White House in January.

Another issue that has surfaced in the past has been the applicability of the Freedom of Information Act (FOIA) to materials produced by the transition. This law applies only to transition documents that end up in the possession of a federal agency and qualify as an "agency record." For the purpose of FOIA, an agency record is any document which has been created or obtained by an agency or which the agency is in control of at the time that the request is made.[7] However, a presidential transition is not an agency or a government entity under federal law. A transition document becomes subject to FOIA only after it is brought into the agency by an appointee or transition team member, is under the control of the agency and is relied on in the execution of official duties. In 2008, the Obama transition took care to analyze the applicability of FOIA to their work, and future transitions would be well served to follow suit as they work with agency staff and integrate new appointees into federal agencies.

Finally, future transition operations should consider the importance of their work to both the candidates and transition teams that come after them as well as the historical record. Given how critical the transition process is and the bipartisan nature of the need to prepare, transition documents and experiences will be of enormous value to future transition leaders. The Romney transition set a laudable precedent with its book, Romney Readiness Project 2012: Retrospective and Lessons Learned, which laid out the process by which that transition team prepared for a potential Romney administration. Such resources will be invaluable to future transitions as they undertake the crucial work of building a presidential administration from scratch. The close of the transition operation provides an opportunity for this kind of archiving and reflection, and the Partnership for Public Service's Center for Presidential Transition can serve as an online home for transition archives.

7 United States Department of Justice Office of Information Policy, *FOIA Update: FOIA Counselor: Transition Team FOIA Issues*, January 1, 1988.

Key transition milestones

	MILESTONE	TARGET COMPLETION DATE
PHASE I Pre-election "planning"	Identify transition chair, executive director and other top leadership	Early spring
	Establish strategic priorities and work plan	May
	Develop budget and fundraising plan	May
	Set time targets for presidential appointments and identify priority positions	June
	Coordinate with GSA to plan for office space, IT, financial resources	June/July
	Create standardized agency review report format	July
	Catalog key campaign promises and identify policy priorities	July–October
	Submit security clearances for key transition personnel who will require access to classified briefings post-election	August/September
	Vet and finalize shortlists for top priority presidential appointments	August–October
PHASE II Post-election "transition"	Launch agency review teams	Early November
	Select top 50 Cabinet appointees and key White House personnel	Pre-Thanksgiving
	Develop policy implementation plan, budget and management agenda; send intended Cabinet agency appointments to Senate	November/December
	Submit agency review reports and brief incoming agency heads	January
	Prepare Cabinet orientation/retreat	January
PHASE III Post-inauguration "handover"	Fill top 100 Senate-confirmed positions	End of April
	Fill remaining 300-400 presidential appointments	August congressional recess

EXHIBIT 2
77

APPENDIX 1.1

Memorandum of understanding between George W. Bush White House and Obama-Biden Transition Project

Source: Obama-Biden Transition Project documents
November 8, 2008

(1) The Chief of Staff to the President (the "Chief of Staff") and the designated Chair of the President-elect's Transition Team (the "Chair of the PETT") agree, on behalf of, respectively, the Administration and the PETT, that, in order to effect an orderly transition of power in accord with the Presidential Transition Act, as amended, the Intelligence Reform and Terrorism Prevention Act of 2004, and Executive Order 13476, the President-elect and certain of his associates must become knowledgeable about current government policies and operations so that they can begin making informed decisions immediately upon taking office.

(2) Executive Order 13476, Facilitation of a Presidential Transition, provides that the Presidential Transition Coordinating Council will "assist the President-elect by making every reasonable effort to facilitate the transition between administrations."

(3) The Chief of Staff and the Chair of the PETT enter into this memorandum of understanding in order to establish an orderly process for identifying individuals charged with transition responsibilities, to ensure that the Government's and the Office of the President-elect's standards of conduct are observed, to protect the confidentiality of non-public government information made available to the PETT during the transition period, to preserve the constitutional, statutory, and common law privileges that attach to such information in the possession of the Executive Branch, and to protect the confidentiality of transition information made available to the Government.

(4) The Chair of the PETT (or his designee) will furnish in writing to the Chief of Staff the name of each individual authorized by the PETT to work with the Executive Office of the President (EOP) and particular Departments and Agencies, including the designation of a Transition Team lead or leads for the EOP and each Department or Agency. The Chair of the PETT (or his designee) will also indicate in writing that each individual on the list has met the applicable public disclosure requirements of the Presidential Transition Act, as amended, has agreed to abide by the Transition's Code of Ethical Conduct, and has thereby represented that he or she has no conflict of interest that precludes the individual from working on the matters the individual has been assigned to work on with the EOP or the relevant Department or Agency. These lists will be updated as new members are added to the teams. The Chief of Staff (or his designee) will promptly forward these names to the appropriate Departments, Agencies, and EOP offices. The Chief of Staff (or his designee) will also provide in writing to the Chair of the PETT the names of individuals in the Departments, Agencies, and specified offices in the EOP who will serve as contacts responsible tor coordinating transition matters on behalf of those Departments, Agencies, or specified EOP offices. The Chief of Staff (or his designee) is the contact person responsible for coordinating transition matters on behalf of those offices of the EOP for which contact persons have not otherwise been designated.

(5) The Administration will conduct its transition activities with the PETT through the contacts authorized by the Chief of Staff and the Chair of the PETT. The authorized contacts for the PETT will initiate transition activities with a particular Department, Agency, or specified office of the EOP through the individual(s) at that Department, Agency, or EOP office designated by the Chief of Staff to coordinate transition activities for that Department, Agency, or EOP office. The authorized contacts for the PETT will initiate transition activities involving any other office of the EOP through the Chief of Staff (or his designee).

(6) Each Department and Agency will use best efforts to locate and set aside available space in their offices tor the duration of the transition for use by authorized members of the PETT to facilitate review of information provided by the Department or Agency and communication with authorized contacts at such Department or Agency. Each Department or Agency will provide, to the extent practicable, appropriate support to and equipment for use by the PETT in such office space. The exact details of

space and equipment will be worked out between the PETT lead(s) for that Department or Agency and the individual(s) at that Department or Agency designated by the Chief of Staff.

(7) In order to facilitate a smooth transition, it likely will be necessary in some circumstances to provide specified transition personnel with access to non-public information that may be protected by constitutional, statutory, or common law privileges, and material whose distribution is otherwise restricted by law. The Chief of Staff has advised the Chair of the PETT that Administration personnel will take the steps required by law, including the Executive Branch standards of conduct, the Privacy Act, and the attorney-client privilege, to protect such information. In particular, a government employee may not allow the improper use of non-public information to further his own private interest or that of another by knowing unauthorized disclosure. 5 C.F.R. § 2640. The PETT recognizes that there is some information that the Department or Agency may not be able to provide in order to comply with statutory requirements or otherwise preserve applicable privileges.

(8) In order to facilitate a smooth transition and provide a mechanism for expeditiously addressing any concerns, including ethical, privacy, and privilege concerns, regarding access to non-public information as described in paragraph (7), the Chief of Staff and the Chair of the PETT will each designate in writing an individual or individuals authorized to confer in order to resolve such concerns informally.

(9) The Chief of Staff further advises that, before providing any classified information to a member of the PETT, pursuant to Executive Order 12958, as amended, it must be established:

- That the member has the security clearances necessary to have access to that information, and the requisite need to know, and
- That the member has signed the requisite non-disclosure agreement.

(10) The Chief of Staff advises that, before providing non-public information (including classified information) as described in paragraph (7) to a member of the PETT authorized to receive it under the guidelines established in this memorandum, Departments and Agencies will expeditiously:

- Brief the Transition Team member on the importance of maintaining the constitutional, statutory, and/or common law safeguards afforded the non-public information.
- Clearly label non-public records provided to Transition Team personnel with a warning against subsequent disclosures to unauthorized individuals, including unauthorized members of the Transition Team.
- Specifically advise Transition Team members that non-public information provided to them cannot be shared with other Transition Team personnel unless those other personnel satisfy the requirements for access to that information set forth in this memorandum.
- Require the Transition Team member to sign a statement representing that, to the member's knowledge, he or she has no financial interest* or imputed financial interest that would be directly and predictably affected by a particular matter to which the information is pertinent. The Department or Agency may require such additional information from the Transition Team member as the Department or Agency deems necessary, in light of the proposed disclosure.
- Where advisable, prohibit the Transition Team member from removing records containing non-public information from the offices of the Department or Agency.

Upon request from the EOP, a Department, or an Agency, the PETT will provide a written statement indicating that Transition Team member's need for access to the non-public information. The statement of need will be provided by the Chair of the PETT (or his designee) to the Chief of Staff (or his designee).

Department or Agency personnel shall make a written record of any disclosure of non-public information made to a member of the PETT.

*The terms "financial interest," "imputed financial interest," "direct and predictable effect," and "particular matter" have the same meaning in this memorandum as in 18 U.S.C. § 208 and the regulalions interpreting those terms set out in 5 C.F.R. parts 2635 & 2640. A financial interest for which 5 C.F.R. part 2640 provides a waiver will not block access to the information.

EXHIBIT 2

(11) It likely will be necessary for members of the PETT to share with the Administration information that they wish to be kept confidential. Accordingly, to the extent permitted by law, the Administration agrees to protect the confidentiality of information provided to it on a confidential basis by the PETT.

(12) Any disagreements between the Administration and the PETT concerning the subject matter of this memorandum that are not resolved informally pursuant to paragraph (8) or otherwise will be referred by the Administration to the Chief of Staff (or his designee) and by the PETT to the Chair of the PETT (or his designee).

(13) To the extent permitted by law, the Administration with respect to its staff members and the PETT with respect to its transition team members, state that they intend to take appropriate steps to discipline any person who fails to comply with the terms of this agreement.

Signed by:
Joshua B. Bolten
Chief of Staff to the President

Date: November 8, 2008

Signed by:
John Podesta
Designated Chair of the
President-elect's Transition Team

Date: November 8, 2008

APPENDIX 1.2

Memorandum of understanding between the Department of Justice and presidential candidate Barack Obama regarding the 2008 Presidential Transition Clearance Adjudication Plan

Source: Obama-Biden Transition Project documents
October 1, 2008

I. BACKGROUND

(IRTPA), Presidential candidates from the major parties may submit clearance requests for transition team members prior to the general election in order to expedite the transition process.* Previously, only the President-Elect could submit these requests to the Federal Bureau of Investigations (FBI) and only after the general election. This Memorandum of Understanding (MOU) covers the investigations for security clearances of the prospective transition team members for major party Presidential candidates only. As defined by statute**, the "major party" Presidential candidates for the 2008 Presidential Election are Senators John McCain and Barack Obama (hereafter "Presidential Candidate").

II. PURPOSE

a. In order to assist the Department of Justice (DOJ) in implementing IRTPA and to promote orderly transitions in the office of the President, the FBI will conduct investigations at the request of the Presidential Candidate or his designated representative. Such investigations may be requested for applicants, employees, or any other persons engaged by contract or otherwise to perform services for the Presidential Candidate in connection with preparation for a transition to the Office of the President. (Hereafter the individual on whom an investigation is conducted shall be referred to as the "Appointee").

b. Pursuant to this agreement, these investigations shall be conducted to determine the Appointee's trustworthiness for clearance to access information classified under the provisions of Executive Order 12958, as amended by Executive Order 13292, and Executive Order 12968 (or any successor Executive Orders) and their implementing directives. The results of these investigations will permit adjudication of the Appointee for appropriate clearance, to include access to Sensitive Compartmented Information, in accordance with the standards set forth in Director of Central Intelligence (DCI) Directive 6/4, and by any modifying policy memorandum or successor directive issued by the Office of the Director of National Intelligence (ODNI).

III. INVESTIGATIVE PROCEDURES

a. Requests for FBI investigations of Appointees shall be made in writing from the Presidential Candidate or his designated representative to the Director of the FBI and shall include: 1) a completed Standard Form 86 (SF-86) (Questionnaire for National Security Positions); 2) a set of the Appointee's fingerprints on a standardized fingerprint card or electronically submitted prints; and, 3) a statement signed by the Appointee acknowledging his or her consent to be investigated and acknowledging that facts or information gathered shall be retained consistent with applicable FBI Privacy Act Records Systems Notices, Records Retention Plan, and Disposition Schedule. See Section (e)(3) of the Federal Privacy Act of 1974.

b. In addition, the following requirements shall apply:

   i. All investigation requests must be on the form provided by the FBI and must contain the original signature of the Presidential Candidate or the official acting for the Presidential Candidate in initiating the request (hereafter "Requesting Official"). The Requesting Official must certify, subject to the criminal penalties for making a

*Specifically IRTPA states that "[e]ach major party candidate for President may submit, before the date of the general election, requests for security clearances for prospective transition team members who will have a need for access to classified information to carry out their responsilbities as members of the President-Elect's transition team." These investigations and eligibility determinations should be completed, "to the fullest extent practicable, by the day after the date of the general election."

**IRTPA refers to Section 9002(6) of the Internal Revenue Code of 1986 to define the term "major party" as the political party whose candidate received "25 percent or more of the total number of popular votes" in the preceeding election.

EXHIBIT 2
81

false statement, that information is sought only for purposes related to transition preparations and that he or she understands that unauthorized disclosure of any information obtained may violate the Federal Privacy Act of 1974.

ii. As indicated on the form provided by the FBI, all investigation requests must also contain the original signature of an official designated by the Presidential Candidate to review and approve all requests prior to their transition to the FBI (hereafter "Approving Official").

iii. The Presidential Candidate will provide the FBI via official correspondence with the title(s), name(s), and specimen signature(s) of the person(s) designated to be Requesting Official(s) and Approving Official(s), and will apprise the FBI by official correspondence of any changes in approval authority.

c. The FBI's point of contact for processing investigation requests is the Special Inquiry and General Background Investigations Unit (SIGBIU) **[REDACTED]**.

d. The DOJ Security and Emergency Planning Staff will consult with the Presidential Candidate or his designated representative if any suitability or noteworthy information is developed during the investigation. The Presidential Candidate or his designated representative may request that the clearance process be suspended at that point.

e. If, during the period in which the FBI is conducting its investigation, the Presidential Candidate or his designated representative determines the Appointee no longer needs a security clearance, the Presidential Candidate or his designated official will notify SIGBIU within two (2) business days of the determination so the investigation can be discontinued.

f. Whenever the FBI's investigation reveals a pending Federal civil or criminal investigation involving the Appointee, dissemination of any information relating to the pending investigation will be halted. The FBI General Counsel (or his/her designee) will consult with cognizant FBI Headquarters officials to determine what information can be disseminated without harm to the pending investigation. The FBI General Counsel will then refer the matter to the Deputy Attorney General (or his/her designee), who will determine what information will be disseminated to the Presidential Candidate or his designee.

IV. USE AND DISCLOSURE OF INFORMATION

a. The FBI will furnish summary memoranda and/or supporting materials (hereafter referred to as reports) containing the results of its investigations to the DOJ.

b. The DOJ, or other appropriate agency to which the DOJ refers the matter, will make a determination whether to grant the Appointee appropriate security clearance as well as access to sensitive information (e.g., law enforcement matters, personal information about individuals, privileged commercial or financial information) or classified information.

c. Information obtained during an investigation will be retained at FBI Headquarters and FBI field offices in accordance with FBI Privacy Act records systems notices, Records Retention Plan, and Disposition Schedule. As provided above, certain information relating to pending Federal civil or criminal matters will be disseminated on a need-to-know basis to other officials of the DOJ or other appropriate agency to which the DOJ refers the matter. No further dissemination shall be made of information obtained during any investigation conducted pursuant to this agreement, except as part of an investigation of a violation of law, or otherwise as permitted or required by Federal statute, FBI/DOJ regulation or policy, or Presidential directive or Executive Order.

d. No person employed by the Presidential Candidate shall be given access to any sensitive or classified information or material until appropriate clearance for access to sensitive or classified information and materials has been granted by the DOJ or other appropriate agency. The DOJ will maintain a list of persons cleared for access to sensitive or classified information, and the Presidential Candidate will advise the DOJ when an individual granted a clearance terminates employment with the Presidential Candidate or otherwise no longer requires access to classified material.

V. EFFECT OF THIS AGREEMENT

a. The procedures set forth in this MOU shall remain in effect until a subsequent MOU between the President-Elect and the Department of Justice is executed. The FBI General Counsel ("GC"), subject to the authority of the Director of the FBI and of the Attorney General, may resolve issues involving interpretation of these procedures, including their applicability to situations not anticipated in their formulation. In so doing the FBI GC will give due consideration to applicable statutes and regulations, the policy considerations underlying these procedures, along with a "rule of reason". The FBI GC may delegate this authority to an FBI Deputy GC.

b. This MOU is not intended, and should not be construed, to create any right or benefit, substantive or procedural, enforceable at law or otherwise by any third party against any of the parties, their parent entities, the United States, or the officers, employees, agents, or other associated personnel thereof. The parties will seek to resolve any disputes regarding this MOU by mutual consultation.

c. This MOU is not an obligation or commitment of funds, nor a basis for transfer of funds, but rather is a basic statement of the understanding between the parties of the matters described herein. Expenditures by each party will be subject to its budgetary processes and to the availability of funds and resources pursuant to applicable laws, regulations, and policies. The parties expressly acknowledge that the language in this MOU in no way implies that funds will be made available for such expenditures.

d. This MOU does not constitute an agreement for any party to assume or waive any liability or claim under any applicable law.

e. This MOU will be effective upon signatures by the Presidential Candidate or his representative and the Department of Justice and will remain in effect until any subsequent MOUs are executed or until the date of the Presidential inauguration, whichever comes first. This MOU may be amended only by a written document signed by both the Department of Justice and the Presidential Candidate or his representative.

Signed by:
Lee J. Lofthus
Assistant Attorney General for Administration
U.S. Department of Justice

Signed by:
Christopher P. Lu
Executive Director,
Obama Transition Project

Date: October 1, 2008

EXHIBIT 2
83

APPENDIX 1.3

Memorandum of understanding between the General Services Administration and the Romney Readiness Project

Source: Katy Steinmetz, "The Cost of Romney's Government-Assisted Transition: $8.9 million," TIME Magazine
September 17, 2012

INTRODUCTION

This Memorandum of Understanding (MOU) establishes guidelines for obtaining services and facilities made available by the General Services Administration (GSA) to Governor Mitt Romney (Eligible Candidate), who is an eligible candidate in the next general election for President of the United States, as defined in the Presidential Transition Act of 1963, 3 U.S.C, § 102 note, as amended by the Pre-Election Presidential Transition Act of 2010 (Pub. L. No. 111-283) (the "Transition Act"). The services and facilities to be provided to the Eligible Candidate for the period of August 30, 2012, through November 6, 2012, are defined in Part I of this MOU, and the services and facilities to be provided to the President-elect and Vice-President-elect for the period of November 7, 2012, through February 19, 2013, are defined in Part II of this MOU. Part II of this MOU will become effective only if the Eligible Candidate is elected to be the President-elect pursuant to Section 3(c) of the Transition Act. If Governor Romney is not ascertained as the winner of the general election, Part II of this MOU will be null and void. Pursuant to section 3(h)(3) of the Transition Act, Governor Romney established R2P, Inc. (R2P) as a separate fund for the payment of expenditures in connection with his preparation for the assumption of official duties as President. R2P is also the authorized transition entity for those preparations.

I. PRE-ELECTION

The Administrator of General Services (Administrator) is authorized to provide to the Eligible Candidate, for use in connection with his preparations for the assumption of official duties as President if he wins the election, necessary services and facilities including: suitable office space appropriately equipped with furniture, furnishings, office machines, equipment and supplies, and telecommunications services. Other services required may be provided on a reimbursable basis. The space, supplies, and other services will be used exclusively for the Eligible Candidate's preparations for the assumption of official duties as President, the Eligible Candidate has designated Michael Leavitt, Chris Liddell, and Douglas Wooden to act on his behalf to make decisions as may be required in connection with the services and facilities to be provided under the Transition Act. This authority maybe re-delegated by any of the aforementioned in writing, delivered to the GSA Senior Career Executive, Darren Blue, or Liliana DelBonifro, Director of GSA's Transition Support Team. In order that all requirements can be expeditiously provided for and necessary financial and other controls maintained, the following procedures for obtaining services made available by the GSA are effective immediately. The procedures outlined below are not exhaustive and questions may arise from time to time with regard to specific situations. In those instances, the Eligible Candidate or his representatives should consult with the Director of the GSA Transition Support Team, Liliana DelBonifro.

Office Space, Furniture, Equipment, and Supplies

GSA will provide office space and related services to the Eligible Candidate's Transition Team. GSA has identified in its inventory approximately 14,459 usable square feet of office space in Washington, DC, designed to house 100 of the Eligible Candidate's staff members from August 30, 2012, through November 6,2012. The space and services can be increased to accommodate additional people during the time period as mutually agreed to by both parties. The location designated for use is the Mary E. Switzer Building, located at 330 C St, SW, Washington, DC. GSA has completed space planning in "universal layouts" appropriate for the purposes for which it will be used by the Eligible Candidate's Transition Team, GSA will make furniture and office equipment available from stock inventory. The rent for this "turn-key" office space, including all customary charges and fees as defined in the attached Occupancy Agreement (Attachment A), is the responsibility of R2P unless exempted by the Administrator or his designee, in accordance with 40 U. S.C. § 586(b)(3).All furniture and equipment for the Eligible Candidate's Transition Team will be in place by August 30, 2012. Therefore any specific requests for changes in existing space and furniture layouts, or additional furniture or equipment will result in additional costs that will be charged to R2P. Such additional costs will not be included in the rent, nor waived under any request for a rent exemption. Office equipment supplies, with the exception

of cell phones and laptops, will not be removed from the premises without the express permission of the Senior Career Executive or the Director of the Transition Support Team. All office equipment and supplies are the property of the GSA and must be returned to GSA at the conclusion of the period covered by this MOU, except for consumable supplies (e.g., paper, pens) that were used. Any consumable supplies required beyond what GSA initially provides must be obtained with funding from R2P. The space will be available from 7:00AM to 5:00PM, Monday through Friday. Use of the space after hours is permissible, but will be subject to overtime utility costs on a reimbursable basis and will require coordination with the Director. GSA will notify the Eligible Candidate or his representative of what information will be required regarding staff members to ensure all security access protocols are completed and staff members can access the facility and utilize the services. The Eligible Candidate or his representative will ensure all required information is supplied and security protocols followed. In the event of no transition, the space must be vacated within 3 days of the election.

Telecommunications and IT Services

GSA will provide an open architected infrastructure through telecommunications and IT services and equipment for use by the Eligible Candidate's Transition Team, with installation included as part of the "turn-key" office space. GSA will supply software and equipment from its inventory, and all such property will be repurposed, after removal of any sensitive data and/or full hard drive cleanup, to GSA users or clients after the election if there is no transition or the inauguration if there is a transition. Attached is a list of items to be provided by GSA (Attachment B). The GSA Presidential Transition Support Team will establish procedures for distributing and collecting all Government personal property that is made available for use by the Eligible Candidate's Transition Team. R2P assumes responsibility for loss of, or damage to, GSA's personal property provided to the Eligible Candidate's Transition Team and agrees to return all items in the same condition as received, reasonable wear and tear excepted. The GSA Presidential Transition Support Team will establish a service desk to provide IT support and miscellaneous other assistance to be further defined by GSA. GSA acknowledges that some members of the Eligible Candidate's Transition Team may wish to use personal equipment instead of that provided by GSA. The service desk staff will be knowledgeable on hardware, software, and tools provided by GSA and used by the Eligible Candidate's Transition Team's "end-users", but only limited support will be available for non-GSA equipment. Service desk support will be available Monday through Friday, 8AM to 6PM, excluding holidays. Emergency support will be available 24 hours, 7 days a week. Any specific requests by the Eligible Candidate or his representative for additional IT services, equipment or personnel will result in additional costs that will be charged to R2P and will not be included in the rent nor waived under any request for an exemption. Local and long distance service are included for both cellular and desk phones. Outbound international calls can be enabled as required for both cellular and desk phones. Costs incurred for international calls will be directly charged to R2P. All phones will receive inbound international calls at no cost. The wireless contract supporting the GSA issued Android smart phones will provide local and long distance service for 300 anytime minutes per month pooled with all users, with unlimited nights and weekends, and unlimited texting and data. Additional minutes over this amount, including any roaming charges, will be directly charged to R2P. Conference calling cards will be provided and cover up to 2.5 million minutes (explained in Attachment B). Unused minutes will be rolled into Post Election in the event of a transition.

Other Candidates

R2P acknowledges that GSA will offer similar space and services to other eligible candidates as defined by the Transition Act. All information and assistance by GSA will be on an equal basis and without regard to political affiliation. Other eligible candidates may be given space in the Switzer Building, but the staffs will be physically separated.

Other Funds

As described above, the Eligible Candidate has established a separate fund, R2P, pursuant to Section 3(h)(3) of the Transition Act to support his activities in preparation for the assumption of official duties as President. Accordingly, R2P must comply with the reporting and disclosure requirements of the Transition Act. The Eligible Candidate, as a condition for receiving services and office space, shall not accept more than $5,000 from any person, organization, or other entity for purposes of preparations for his assumption of office as the President.

Reports

R2P, as a condition of receiving services and office space, shall disclose to the Administrator; (1) the

date of contribution, source, amount, and expenditure of all money, other than funds from the Federal Government, and including currency of the United States and of any foreign nation, checks, money orders, or any other negotiable instruments payable on demand, received for use in the preparation of the Eligible Candidate for the assumption of official duties as President; and, (2) make available to the Administrator and the Comptroller General all information concerning such contributions as the Administrator or Comptroller General may require for purposes of auditing both the public and private funding used in the activities authorized by the Transition Act. Disclosures made under paragraph (1) above shall be in the form of a report to the Administrator by December 5, 2012, unless the Eligible Candidate becomes the President-elect. If the Eligible Candidate becomes the President-elect, the report may be included as part of the report made to the Administrator by February 19, 2013. The report shall be made available to the public by the Administrator upon receipt.

Effective Dates

Part I of this MOU becomes effective upon signature by both parties. Part I of this agreement ends when the Administrator ascertains the apparent winner of the Presidential election.

Amendments

Any terms and conditions of this Memorandum of Understanding, other than those reflecting existing laws or regulations, may be amended at any time by the mutual agreement of the parties in writing.

II. TRANSITION

Pursuant to the Transition Act and upon request, the Administrator is authorized to provide to the President-elect and Vice President-elect for use in connection with their preparations for the assumption of official duties as President or Vice President, necessary services and facilities including: suitable office space, appropriately equipped with furniture, furnishings, office machines, equipment and supplies; payment of the compensation of members of office staffs designated by the President-elect or Vice President-elect; payment of expenses for the procurement of services of experts or consultants; payment of travel expenses and subsistence allowances, including lease of motor vehicles; communications services; payment of expenses for printing and binding; and reimbursement to the postal service in the amount equivalent to the postage that would otherwise be payable on mail matter.

The Transition Act authorizes funds not to exceed $6.6 million to be appropriated to the Administrator for the use of the Office of the President-elect and Office of Vice President-elect (referred to collectively herein as the Office of the President-elect). For the 2012-2013 transition, $5.6 million is designated for expenditure on behalf of the Office of the President-elect and $1 million is for Appointee Orientation and a Transition Directory (the "Transition Act funds"). The Transition Act funds may not be expended by the Administrator for obligations incurred by the President-elect or Vice President-elect before November 7, 2012, or after February 19, 2013, except that the $1 million for the Transition Directory and orientation activities is available through September 30, 2013.

As provided in the Transition Act, the President-elect and Vice President-elect have authorized Michael Leavitt, Chris Liddell, and Douglas Wooden to act on their behalf to make decisions as may be required in connection with the services and facilities to be provided by the Administrator under the Transition Act. This authority may be re-delegated by either of the aforenamed in writing, delivered to Darren Blue, GSA Senior Career Executive, or Liliana DelBonifro, Director of the GSA Transition Support Team.

In order that all needs can be expeditiously provided for and necessary financial and other controls maintained, the following procedures for obtaining services made available by the GSA are effective immediately after the Administrator ascertains the Eligible Candidate as the apparent winner of the Presidential election. The procedures outlined below are not exhaustive and questions may arise from time to time with regard to specific situations. In those instances, the Office of the President-elect should consult with Liliana DelBonifro or directly with the appropriate GSA Transition Support Team rnember, as designated by Ms. DelBonifro.

Control of Funds

Michael Leavitt, Chris Liddell, and Douglas Wooden, or persons designated by any of them in writing to Mr. Blue and Ms. DelBonifro, are designated as the "Fund Manager(s)" for the Office of the President-elect. Only these individuals shall be authorized to execute and deliver documents for the expenditure or obligation of appropriated Transition Act funds. These individuals will work directly with the GSA Transition

Support Team to ensure that all transactions are documented and processed in accordance with Federal law, GSA procedures and this MOU, and will serve as the contact for GSA on financial matters.

GSA will not pay any person with Transition Act funds on behalf of the Office of the President-elect, nor reimburse the Office of the President-elect for expenses incurred by it, without the prior submission and approval of obligating documents from the Office of the President-elect, executed by a person authorized under the preceding paragraph.

Accounting Services
Accounting records will be established and maintained by GSA to show the financial transactions of the Office of the President-elect with regard to the obligation and expenditure of Transition Act funds. In addition, GSA will prepare any reports required by the Office of the President-elect, excluding the reports described in Section 5 of the Transition Act, which are the responsibility of the Office of the President-elect.

Personnel and Payroll Services
The Administrator is authorized, upon documented request, to pay the compensation of members of the office staffs designated by the President-elect or Vice President-elect, or their designees, from the Transition Act funds. Payments shall be at rates determined by the Office of the President-elect (OPE), but not to exceed the rate provided for by 5 U.S.C. § 5376, for Executive Level IV ($155,500). Persons receiving compensation, as members of the office staffs under the Transition Act, other than those detailed from Federal agencies, are not held or considered to be employees of the Federal Government. These individuals are ineligible for the Federal Employees' Retirement System (FERS), Civil Service Retirement System (CSRS), Federal Employees' Health Benefits (FEHB), and Federal Employees' Group Life Insurance (FEGLT).

The employees of the Office of the President-elect will be paid through the OPE or a third party provider contracted by OPE. This provision applies only to staff of the OPE who are paid with Federally appropriated funds. It does not apply to: (1) Employees of R2P who are not members of the staff of the OPE; (2) Payment for experts and consultants; or (3) Federal employees detailed to the OPE. The OPE shall be responsible for the preparation, accuracy and presentation to GSA of all payments of staff compensation using Federally appropriated funds. GSA shall be responsible for reimbursements for staff compensation at rates determined by the OPE, but not to exceed the rate provided for by 5 U.S.C. § 5376, for Executive Level IV ($155,500 per annum). The OPE shall notify the GSA Transition Support Staff of all personnel accessions and terminations.

GSA will pay OPE bi-weekly, based on the written certification and invoice of designee of the proper payroll for the previous bi-weekly period. GSA shall provide payment to the OPE within 10 business days of receipt of such documentation by GSA. Payment will be by Electronic Funds Transfer. The OPE will notify the GSA Presidential Transition Support Team immediately if any employees terminate employment with the OPE for any reason, including beginning employment with the Federal Government, so that these employees can be removed from the active Transition payroll records. GSA retains the ability to offset against current invoices amounts that were overpaid on previous invoices. GSA retains the ability to withhold payment related to any separated employee until certification that the separated employee has returned or accounted for all GSA issued Government property.

Auditable accounts of any and all payments involving Presidential Transition Act funds shall be made available to GSA upon request. In addition, the OPE shall certify any amounts that represent fees paid to the third party provider, employee benefit payments or any other payments to the third party providers that are part of the staff compensation.

Employment of Experts and Consultants
The Administrator of General Services is authorized to pay "expenses for the procurement of services of experts or consultants or organizations thereof for the President-elect or Vice President-elect, as authorized for the head of any department by Section 15 of the Administrative Act of 1946, as amended," (5 U.S.C. § 3109) at rates not to exceed $496.48 per day for individuals.

Detail of Federal Employees
Any employee of any agency of any branch of the Federal Government may be detailed to the Office of the President-elect on a reimbursable basis with the consent of the head of the agency. A detailed

employee shall continue to receive compensation for his or her regular employment and retain the rights and privileges of such employment without interruption. A letter from the Office of the President-elect requesting the detail must be submitted to the head of the agency, with a copy to the GSA Transition Support Team.

Office Space, Furniture, Equipment, and Supplies

GSA has identified in its inventory approximately 129,000 rentable square feet of space designed to house approximately 500 to 700 Presidential Transition staff members between the election and inauguration. GSA, in coordination with the Department of Homeland Security, Federal Protective Service and the U.S. Secret Service, shall secure and control access to the site. GSA will provide 150 parking spaces.

The space has been prepared in advance of the election in "universal layouts" appropriate for the purposes for which it will be used by the Office of the President-elect, so that it will be available for use the day after the election. GSA will supply furniture and office equipment from existing inventory. The Office of the President-elect hereby assumes responsibility for loss of, or damage to, GSA's property under its control and agrees to return all items in the same condition as received, reasonable wear and tear excepted.

The rent for this 'turn-key' office space, including all customary charges and fees as defined in the attached Occupancy Agreement (Attachment A), is chargeable to the Transition Act funds unless exempted by the General Services Administration, in accordance with 40 U.S.C. § 586(b)(3). The parties acknowledge and agree that in the event that the Administrator or his designee grants a rent exemption, and, in the event that after all accounting for expenditures by the Office of the President-elect against the Transition Act Appropriation there is an unobligated balance remaining, such unobligated balance is an appropriation available to reimburse the GSA, Federal Buildings Fund for its loss of revenue in accordance with 40 U.S.C. § 586(b)(3), and the Office of the President-elect will be deemed to have requested the Administrator to reimburse the Federal Buildings Fund from the unobligated balance of the Transition Act appropriation, in accordance with the Transition Act.

GSA has completed its space planning layouts. All furniture and equipment for the Office of the President-elect will be in place by November 6, 2012. Therefore, any specific requests by the Office of the President-elect for changes to existing space and furniture layouts, or additional furniture or equipment will result in additional costs that will be charged to the Transition Act funds; and such additional costs will not be included in the rent, nor waived under any request for a rent exemption that may be granted by the Administrator.

If the Office of the President-elect requests additional space or space in a location outside Washington, D.C., the Administrator will attempt to obtain such space in the location requested for use after the election, and all associated costs will be charged to the Transition Act funds. A rent exemption will not be considered for such additional space. Likewise, any additional costs associated with requests for "overtime" charges for building operations or additional cleaning requested by the Office of the President-elect will be charged to the Transition Act funds and such cannot be waived through any rent exemption.

Office supplies are available from the GSA Transitions Support Team on a reimbursable basis.

Travel

The Transition Act permits the payment of travel expenses to individual travelers at the official invitation of the Office of the President-elect and to the Office of the President-elect employees to their duty stations if those duty stations are different from their principal places of business or residence. Transition Act fund are not available for movement of household goods or for the transportation of family members. All official travel by the Office of the President-elect employees and other persons invited to travel at the Office's expense, which is arranged through GSA or ADTRAV under contract to GSA, shall be in accordance with GSA Internal Travel Regulations and Control of Official Travel, PFM P 4290.1.

Telecommunications and IT Services

GSA will provide an open architected infrastructure through telecommunications and IT services and equipment for use by the Office of the President-elect, with installation included as part of the "turn-key" office space. GSA will supply software and equipment from its inventory, and all such property

will be repurposed to GSA users or clients after inauguration. Attached is a list of items to be provided by GSA (Attachment B). The GSA Transition Support Team will establish procedures for distributing and collecting all Government personal property that is made available for use by the Office of the President-elect. The Office of the President-elect hereby assumes responsibility for loss of, or damage to, GSA's personal property under its control and agrees to return all items in the same condition as received, reasonable wear and tear excepted.

The GSA Presidential Transition Support Team will establish a service for the convenience of the Office of the President-elect to provide IT support and miscellaneous other assistance to be further defined by GSA. GSA acknowledges that some members of the Office the President-elect may wish to use personal equipment instead of that provided by GSA. The service desk staff will be knowledgeable on hardware, software and tools provided by GSA and used by the Office of the President-elect "end-users," but only limited support will be available for non-GSA equipment. The onsite service desk support will be available Monday through Saturday, 6AM to 10PM. Emergency support will be available 24 hours a day, 7 days a week.

Any specific request by the Office of the President-elect for additional IT services, equipment or personnel will result in additional costs that will be charged to the Transition Act Funds, and will not be included in the rent nor waived under any request for a rent exception that may be granted by the Administrator.

Local and long distance service are included for both cellular and desk phones.

Outbound international calls can be enabled to the Office of the President-elect as required for both cellular and desk phones. Costs incurred for international calls will be directly charged to the Transition Act funds. All phones will receive inbound international calls at no cost.

The wireless contract supporting the GSA issued Android smart phones will provide for 300 anytime minutes per month pooled with all users, with unlimited nights and weekends, and unlimited texting and data. Additional minutes over this amount, including any roaming charges, will be directly charged to the Transition Act funds.

Conference calling cards will be provided and covered up to 2.5 million minutes (explained in Attachment B) less the minutes used in the Pre-election phase.

Mail

The GSA Transition Support Team will obtain support for mail services, the cost of which will be charged to the Transition Act funds. Support includes training on official government mail procedures for the Office of the President-elect, collection and delivery of official mail to the assigned zip code and leasing of metering equipment. In addition, the service will provide offsite scanning of incoming USPS mail and that of alternate carriers (e.g., UPS, FedEx). This includes irradiation for biological contamination, Q scan for bomb residue, and x-ray for contraband. In the case of a suspicious incoming mail item, the article will be isolated and the Department of Defense will be contacted for appropriate handling. Scanned mail will be delivered in a secure vehicle to the Office of the President-elect's mailroom at the Switzer Building. Outgoing mail will be metered on-site and subsequently picked up and entered into the postal mail systems. The service can provide for special pickups upon request.

Reports

As required by Section 5 of the Transition Act, the President-elect and Vice President-elect shall disclose to the Administrator:

1. the date of contribution, source, amount, and expenditure thereof of all money, other than funds from the Federal Government, and including currency of the United States and of any foreign nation, checks, money orders, or any other negotiable instruments payable on demand, received either before or after November 7, 2012, for use in their preparations for assumption of office; and
2. all information concerning such contributions as the Administrator and Comptroller General may require for purposes of auditing both public and private funding used in connection with preparations for assumption of office.

Disclosures made under paragraph (1) above shall be in the form of a report to the Administrator by February 20, 2013, and shall be made available to the public by the Administrator upon receipt.

The President-elect and Vice President-elect, as a condition for receiving services and funds authorized by the Transition Act, shall not accept more than $5,000 from any person, organization, or other entity for purposes of preparations for their assumption of office as the President and Vice President.

They shall also, as a condition for receiving services and funds authorized by the Transition Act, make available to the public names, most recent employment, and information regarding the sources of funding which support the transition activities of all transition personnel (full-time or part-time, public or private or volunteer) who are members of the President-elect or Vice President-elect's Federal department or agency transition teams. Such disclosures shall be made public before the initial transition team contact with a Federal department or agency and shall be updated as necessary as required under Section 5(b) of the Act.

Appointee Orientation and Transition Directory

The Transition Act authorizes GSA to prepare a Transition Directory and to coordinate orientation activities for "individuals the President-elect…intends to nominate as department heads or appoint to key positions in the Executive Office of the President." Section 3(a)(8)(B). For the 2012-2013 transition, the Administrator has requested $1 million for the transition directory and orientation activities for the incoming Administration. GSA, along with the National Archives and Record Administration, will produce the Directory. The GSA Transition Support Team will assist the Office of the President-elect in planning appointee orientation and, if requested, will contract with one or multiple third-party organizations for orientation services, The parties acknowledge and agree that the appropriated funds intended for Appointee Orientation and the Transition Directory must be obligated for the purposes of the Transition Act no later than September 30, 2013, Therefore, GSA strongly recommends that planning be substantially completed no later than June 2013, and that contracts be in place no later than August 31, 2013.

Emergency Preparedness

It is critical that the Office of the President-elect be prepared to respond to any emergency situation that may occur during the transition period. The GSA Transition Support Team will provide the following support to assist with emergency preparedness planning: (1) a draft continuity of operations plan; (2) an alternate site in the District of Columbia; (3) an alternate site outside of the District of Columbia; and (4) a Senior Emergency Management Officer to provide support to the Office of the President-elect. The Office of the President-elect should designate someone authorized to work with the GSA Emergency Management Officer to finalize its emergency preparedness planning.

Effective Dates

Part II of this MOU becomes effective after signature by both parties and upon the Administrator's ascertainment of Governor Romney as the apparent successful candidate for President, but no sooner than November 7, 2012, and terminates on February 19, 2013. GSA will remain available to assist the administration with respect to the section entitled "Appointee Orientation and Transition Directory" pursuant to the terms of the Transition Act and the applicable appropriations act.

Amendments

Any terms and conditions of this MOU, other than those reflecting existing laws or regulations, may be amended at any time by the mutual agreement of the parties in writing.

Signed by:
Michael Leavitt
Chair
R2P, Inc.

Date: September 17, 2012

Signed by:
Liliana DelBonifro
Director
GSA Transition Support Team

Date: September 17, 2012

Signed by:
Darren J. Blue
GSA Senior Career Executive

Date: September 19, 2012

"A transition team doesn't need big infrastructure, but it needs clear direction. The team needs at least one senior person to be the weight behind it."

Senior George W. Bush transition team member

CHAPTER 2

Building the Team

Building a transition team requires a series of careful and thoughtful decisions, starting with selecting the transition leadership—particularly the transition chair and executive director—and organizing and staffing the various teams responsible for key activities. Presidential appointments, agency review, policy implementation, legislative affairs, legal counsel, finance, operations and communications are distinct though interrelated functions that require a dedicated team of staff members and volunteers. The transition leadership can prepare the organization for the significant growth it will experience from its earliest phases up to and possibly beyond Election Day by creating clear lines of responsibility and robust reporting structures. Building a strong transition team, as with any organization, begins with selecting the right people with the right skills and developing a structure that reinforces their strengths and allows them to achieve their mission.

Selecting the chairman and executive director

The transition chair very likely will be the first substantial decision a presidential candidate makes in building the operation, and should be selected by spring of the election year. The chair is responsible for overseeing the entire transition operation, determining (in consultation with the candidate) the key goals of the transition and serving as the public face of the transition process. Generally, the chair is an individual with a long-standing relationship with the candidate and a deep network that can be put into service building the transition team and laying the groundwork for a future administration.

This is a position that can be vested in a single individual (the Bush 2000 and Romney 2012 models) or in a team (the Obama 2008 model). In any case, the chair(s) will lead the team and will play a critical role in providing clear direction and serving as the main point of contact to the candidate and the campaign team.

The transition chair will have a proven and tested ability to manage large organizations, operate independently and be viewed as an honest broker devoted to the best interests of the candidate.

In 2000, George W. Bush chose Dick Cheney as transition chairman. Cheney served as the public and legislative face of the transition, but Clay Johnson was tapped to plan and manage the transition. Johnson was not only a close friend of Bush and well known by campaign staff, but also spent four and a half years running Governor Bush's personnel operation in Texas and a year and a half as chief of staff. This gave him deep insight into the management style of the candidate and the type of people who would best fit the transition team and, potentially, a Bush White House. Obama took a different path in 2008, selecting three transition co-chairs: John Podesta, Valerie Jarrett and Pete Rouse (though Podesta was considered to be first among equals and oversaw the transition team). Each brought a unique value and expertise. Podesta was a former chief of staff for President Clinton and had a network of contacts developed over a career in the legislative and executive branches; Jarrett was a close friend and advisor to Obama from their time in Chicago; and Rouse had significant experience working in the Senate.

While the chairman plays the role of CEO, the executive director serves as the transition's chief operating officer. This person will ensure that the team is meeting its objectives on a daily basis and tracking progress toward broader goals. The ideal executive director should have prior experience managing large organizations, either in government or the private sector. The executive director also will need to have a strong operations background, people and problem-solving skills, and a close working relationship with the transition chair and key team members. Typically, the day-to-day management decisions will be delegated to this individual. In many ways, this is the point at which the high-level goals of the transition will meet the challenges of daily execution.

Chris Lu, who served as legislative director of Obama's Senate office prior to the transition, held the executive director position on his 2008 transition team. Lu managed a number of important functions on the team, including policy, agency review and communication with the Bush administration. In 2012, the Romney Readiness Project brought on Chris Liddell as executive director under transition chairman and Romney confidant Michael Leavitt. Liddell, a former chief financial officer at Microsoft and General Motors, had previously volunteered on the Romney campaign in 2008. Liddell oversaw the entire operations of the Romney Readiness Project. In both cases, the individuals in the executive director position had management experience and were highly familiar with the policy positions of the candidate.

Rounding out the leadership team

It will be up to the candidate, transition chair and executive director to decide the right mix of skills, expertise and personality in rounding out the transition's senior leadership team. Some positions require a deep network of contacts while others demand political savvy or stellar communication skills. Assembling a team that functions smoothly, stays on task and makes good management decisions is essential.

KEY TRANSITION LEADERSHIP ACTIVITIES

Presidential appointments

Few decisions will impact the success of a new administration more than the selection of its people. The head of presidential appointments is responsible for identifying and collecting information on candidates for roughly 4,000 presidential appointments in the new administration. This process is distinct from staffing the transition team and tends to be organized into a separate office. It is also distinct from selecting the White House staff, which is generally under the purview of the incoming White House chief of staff.

The task of identifying, narrowing and vetting political personnel continues throughout the full transition timeline and the presidential administration, so the success of this initial team will have lasting impact. The head of presidential appointments must be willing and able to continue to lead the Office of Presidential Personnel (PPO) following the inauguration, if asked. Because the personnel process requires identifying and vetting candidates for hundreds of top-level appointments and thousands of lower-priority positions, a head of presidential appointments would benefit from a keen understanding of the candidate's policy goals, management style and preferences. It is also important for this individual to have familiarity with the various agencies and positions in government, a variety of contacts both within and outside of government, and deep knowledge of the culture and people within the candidate's organization. Finally, because of the sensitive nature of appointments and the Senate's "advise and consent" role, the head of presidential appointments should be prepared to deal with the challenges that will inevitably arise out of what has become an increasingly slow and difficult nomination and confirmation process.[8]

The role of personnel director on the Obama transition changed hands several times, from Michael Froman and Federico Peña early on, to Jim Messina following the election. Messina had been a Senate and House chief of staff and a senior advisor to the Obama campaign, and he had a thorough working knowledge of Capitol Hill and the major players in and around the Obama team. However, Messina was soon named White House deputy chief of staff, in which position he played an important role as a "fixer" of complicated political issues, including personnel matters. Messina was replaced as transition personnel director by Don Gips, who had been one of the co-chairs of the transition's agency review operation until that point. Gips continued after the inauguration as director of the Office of Presidential Personnel; but he, too, soon moved on, having been named ambassador to South Africa by June 2009, and was in turn replaced by Nancy Hogan. It was not ideal to have so many personnel directors throughout this time period. Continuity and stability would have been better served by having the same person lead PPO from the beginning of the transition through the first year of the administration.

8 Partnership for Public Service, Government Disservice: Overcoming Washington Dysfunction to Improve Congressional Stewardship of the Executive Branch, September 2015, 26. Available at bit.ly/1LAdzuK.

An incoming administration faces a number of hurdles and choke points in the selection, vetting and nomination processes. The personnel team should have an aggressive timeline for getting its most critical nominees in place and a plan for doing so. Ensuring that the top 100 political appointees are in place by May 1 and at least another 300 key appointees are in place by the August congressional recess will require that relevant staffing in all related organizations and functions—for example, the Office of Presidential Personnel, FBI investigators, and Senate nominations and vetting teams—needs to be double what it has been historically.

As the transition team helps nominees prepare for Senate confirmation, it should assist individuals preparing for their future roles and the unique challenges they will face in the federal workplace. The Partnership for Public Service's Center for Presidential Transition offers courses for political appointees to familiarize them with issues such as the budget process, ethics rules, working with career civil servants, dealing with Congress and employee engagement.

Policy implementation

The head of policy implementation is tasked with planning for and preparing to implement the major policy initiatives that have been driving the campaign. This requires a deep understanding of the governing philosophy and policy objectives of the candidate, a knowledge of the key experts and top officials who might be tapped to lead strategy with respect to various policies, and experience integrating policy expertise with execution. This last piece is particularly important for a new administration looking to turn its campaign promises and policy initiatives into action. A president is judged on how well he or she gets things done, and a head of policy implementation who understands the "how" and the "what," and "who" to enlist in support, is an important contributor to a new administration's early success.

During the 2000 transition, George W. Bush selected Joshua Bolten as his policy director for both the campaign and transition team. Bolten had Capitol Hill experience and previously served in the George H.W. Bush administration as deputy assistant for legislative affairs, so he brought considerable expertise in guiding policy and legislation. After his work on the transition team, Bolten became deputy chief of staff for policy in the George W. Bush White House and went on to run the Office of Management and Budget and serve as chief of staff during Bush's second term. This was a rare instance in which a person was able to serve as both campaign and transition policy director. In Bolten's case, this was due in part to the fact that the Bush transition team's policy operation was indistinguishable from that of the campaign.

Agency review

A new president is the CEO of the world's most complex enterprise. The chief executive needs an excellent head of agency review to gain a clear understanding of the various agencies in the federal government and how they work together, identify pressing issues that will have to be addressed, and prepare teams of transition staff and volunteers to move into each agency following the inauguration to share and collect information and facilitate the transfer of leadership. The head of agency review will have to coordinate closely with both the policy and personnel

teams, and ideally have a broad understanding of the functions of various federal agencies and offices within the White House. The head of agency review plays a key role in setting a cooperative tone with each agency and should be someone who endeavors to work in cooperation with the career staff and outgoing political team. This person will be responsible for organizing and managing a large number of people and should have strong organizational skills.

Obama had a unique agency review structure in 2008, selecting Melody Barnes, Lisa Brown and Don Gips as co-chairs to lead the process. Each brought a broad range of policy and political experience. Barnes had previously served as chief counsel to Senator Edward Kennedy, Lisa Brown was a former counsel to Vice President Al Gore during the Clinton administration, and Don Gips had served as chief domestic policy advisor to Gore. In contrast, Mitt Romney named a single leader for the agency review process: Jim Quigley, a retired partner and CEO emeritus of Deloitte who brought private sector business experience, project management expertise and working knowledge of budget, regulatory and management issues.

Operations

The operations manager is responsible for the core operational functions of the transition office, and must coordinate closely with the General Services Administration (GSA) to ensure that the transition team has the support it needs, including basic office space, human resources, information technology support and day-to-day coordination of resources.

In addition, the operations manager oversees office space, human resources, information technology and day-to-day coordination of resources. The manager is responsible for developing the overall budget and tracking spending throughout the transition. The budget must account for a variety of factors, including the number of paid staff versus volunteers, stipends for travel or housing (should the transition decide to offer them) and expenses not covered by GSA during the pre-election period such as travel and consultant costs. Executing a presidential transition can be costly, from early planning through to the inauguration. Based on dollars appropriated for the most recent presidential transitions, federal support through agencies like the GSA may cover only a portion of the total cost, requiring the transition teams to raise millions of dollars. The operations manager must therefore work with the campaign fundraising staff to identify sufficient private funding to cover the additional costs of the transition. The ideal operations manager should be comfortable tracking finances for a large organization and coordinating large amounts of time-sensitive resources.

Romney's 2012 transition team delegated these responsibilities to Douglas Wooden, who was named in the memorandum of understanding between the Romney Readiness Project and GSA, along with transition chairman Mike Leavitt and executive director Chris Liddell (see appendix 1.3). Wooden was in charge of everything from the office finances to overall IT and operational support—"making the trains run on time," in the words of one transition staffer. Because of the nature of his responsibilities, Wooden worked closely with GSA throughout the transition process, reporting directly to Leavitt and Liddell.

Responsibility for the information technology functions of the transition is significant, as demonstrated by Obama's 2008 transition. The president-elect

conducted tele-town halls, gave web addresses, encouraged stakeholders and the public to submit questions and ideas via the transition's change.gov website, and had job seekers submit application materials online. These public engagement activities expanded the public's access to the new administration and offered greater transparency, but required substantial investments in information technology infrastructure and management beyond the basic IT needs related to mobility, cybersecurity and other vital services. The operations manager must ensure that the transition has a capable and properly resourced IT staff to help manage the operation's significant needs, which will evolve as new technology continues to emerge and transition teams find new ways to use it.

Legislative affairs

Congress is a critical stakeholder, and a transition team needs an experienced hand to help the new administration establish relationships with members of Congress and important external policy and opinion leaders—whether they are organizations or individuals—and set up the president-elect's legislative and policy goals for success down the road. The legislative affairs manager will serve as the transition's point of contact for rank-and-file members and party leaders in Congress, track the multiple Capitol Hill suggestions and requests regarding policy and personnel, establish paths for early legislation and nominations, and build a critical base of support that will help the president-elect advance his agenda.

The transition leadership, in consultation with the candidate, the campaign and the legislative affairs manager, must plan when and how they will engage with Congress. In 2012, the Romney transition put a great deal of effort into developing congressional outreach strategies, believing that the issues that would confront the nation after the election, including the debt ceiling and other funding matters, would require significant engagement with Congress immediately after the election. The Romney team also prepared multiple plans to account for the various possible outcomes of congressional elections. The 2008 Obama transition, with fewer staff and resources, did not seriously engage with Congress until after the election, after which, their engagement was intense and widespread given the nation's economic crisis. In either case, the transition needs to respect the authority and prerogative of the sitting president as it relates to Congress.

Legal counsel

If there is one position most important in keeping the transition team out of trouble, it is that of legal counsel. The ideal transition legal counsel should have a strong background in the federal environment, especially campaign finance and ethics law. The attorney also should have strong relationships with the transition leadership and have input into key transition decisions.

The transition's general counsel will be responsible for supporting a number of important activities as part of the transition team. These include incorporating the transition team as a separate legal entity (as a 501(c)(4) tax-exempt organization), ensuring that the transition is following all relevant ethics

laws and regulations in fundraising and external communications, reviewing contracts and agreements, and providing legal advice to transition leadership. The Romney Readiness Project included this position as part of the overall operations team.

Additionally, a small team of lawyers will usually serve as vetting counsels, charged with conducting detailed background research on potential nominees, beginning with a search of publically available resources. Later, potential appointees are subject to much more detailed background investigations (conducted with their knowledge and consent), to look for potential red flags or issues that would disqualify them from serving in a potential administration such as financial, security or ethics disclosures that may cause problems for the new president. These positions will generally be housed under the umbrella of the presidential appointments team. The vetting counsel(s) will also be involved in coordinating with the FBI, the Office of Government Ethics and the Internal Revenue Service after the election.

Communications

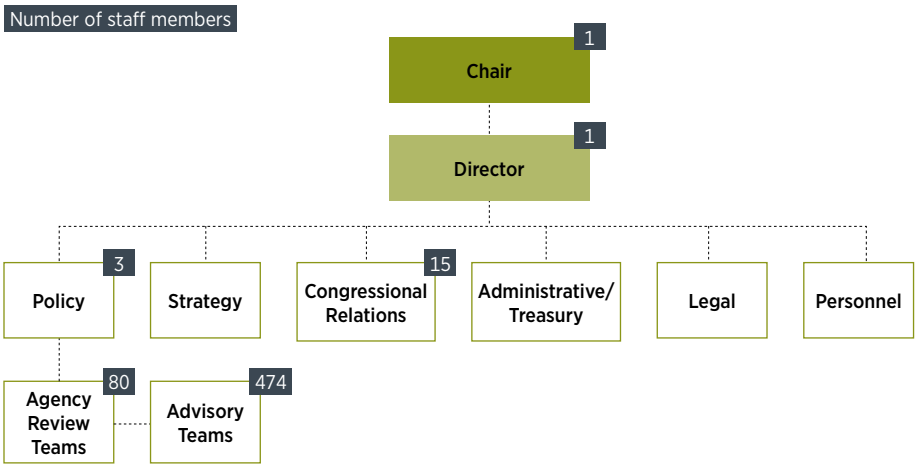
The communications manager is responsible for handling the interaction between the transition operation and the media, while coordinating with and, when necessary, deferring to the campaign and its separate communications staff. This position ensures that the transition can get its message out to the American people and help them to understand the importance of early planning, while also abiding by the all-important rule that the president-elect is not president until noon on January 20. This person should bring significant public affairs and messaging experience to the transition and be able to explain and reflect the new administration's goals and priorities. The communications manager may also be responsible for managing the transition's and/or the president-elect's presence on social media, which could take a significant amount of time and personnel to manage effectively.

Given the fact that pre-election transition operations now receive government support, there is more public and media interest than ever in how candidates are preparing for the presidency. While past transition teams (including both Obama's in 2008 and Romney's in 2012) have typically limited their interactions with the media before the election, future transitions should consider how they could help the public understand their work while not disrupting the candidate's message or becoming a distraction for the campaign.

Organizational structure and growth

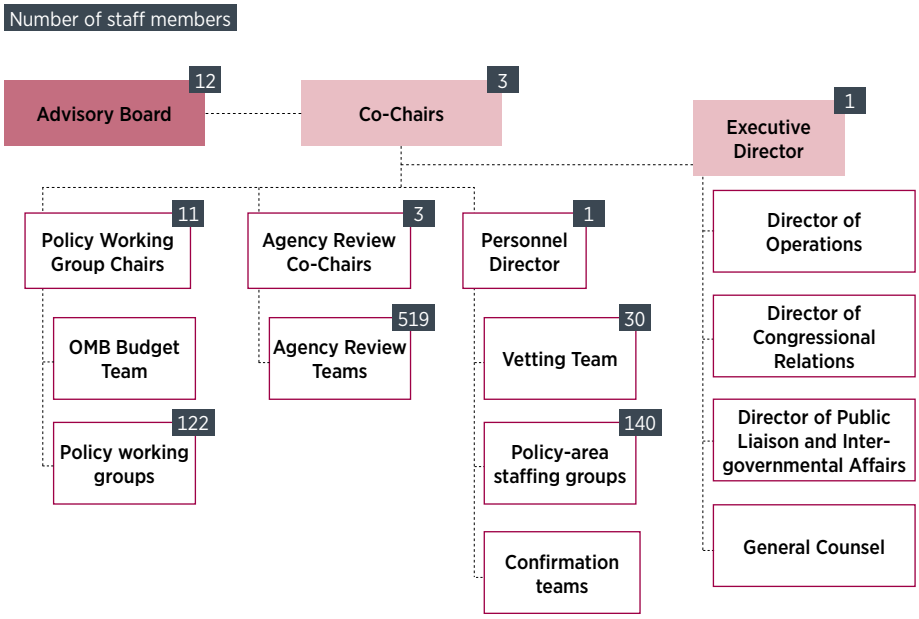
Regardless of the organization's structure, any successful transition must ensure that the responsibilities, scope and deliverables of each portion of the team—such as presidential appointments, agency review, policy, financial management and operations, congressional outreach and communications—are clearly defined to avoid duplication of effort. Internal reporting structures, hierarchies and coordination channels should be clarified at the outset to reduce confusion as the election nears and the pace of planning accelerates.

2000 Bush transition organization



Note: Numbers indicate transition team at highest staffing level. Total staff numbers for some teams were not available.
Source: Boston Consulting Group analysis

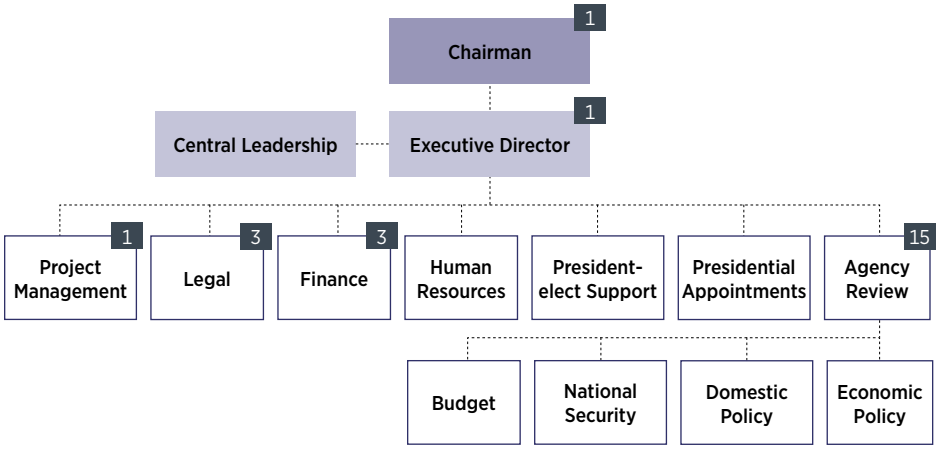
2008 Obama transition organization



Note: Numbers indicate transition team at highest staffing level. Total staff numbers for some teams were not available.
Source: Boston Consulting Group analysis

EXHIBIT 2
99

2012 Romney transition organization (pre-election)



Note: Numbers indicate transition team at highest staffing level. Total staff numbers for some teams were not available.

Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 68.

These reporting structures will vary based on the priorities of the candidate and to some extent on what the transition leadership deems most effective.

Obama's 2008 transition team was widely seen as effective and well organized, and was structured around each of the three main transition work areas of policy, agency review and personnel. George W. Bush's 2000 transition team also was viewed as successful but had a somewhat different structure. It housed the agency review team within the broader policy office, along with separate teams for personnel, congressional relations, communications, legal counsel and administration.

More recently, Romney's 2012 pre-election transition team used a flat organizational structure similar to Bush's transition operation, but with a separate project management office responsible for tracking the performance of each team and communicating this to the transition chairman and senior management team. Romney's transition included separate teams for agency review and policy, but built strong communication channels between them.

Whatever the final structure, establishing a clear division of responsibilities and robust lines of communication is critical, particularly given the significant growth the team will undergo over the course of the transition. The size and complexity of the organization will increase dramatically from the initial selection of core leaders in the spring of the election year through to inauguration. The transition team will peak in the weeks between the election and the inauguration as the team incorporates members of the campaign staff and builds out the Cabinet and agency teams. The Obama transition team, for

example, grew from an informal handful of advisors approximately 10 weeks before the election to approximately 450 full-time staff immediately after the election. Again, the Romney Readiness Project began with just 10 paid staff, but had more than 55 paid and 266 unpaid staff members just before the election, while planning for another 165 staff to be brought on post-election.[9]

To accommodate this rapid growth, organizing and staffing the transition team must begin early. Top managers should be identified by May of the election year, and shortly after the political conventions they should begin building their particular offices based on anticipated deliverables and personnel needs. By October, the team must have the administrative and logistical capacity to handle a massive influx of staff and volunteers. Staffing and growing the transition operation will involve identifying potential transition team staff, vetting prospective hires, managing hiring paperwork and issuing credentials, bringing the new personnel on board and incorporating them into existing organizational structures with a clear understanding of their roles in achieving transition objectives.

Past transition team members report that staffing is typically an area of concern. The pace of the work is so fast that it is difficult to maintain constant, organization-wide communication. Additionally, there is a desire to integrate campaign staff who want to remain involved, which can cause uncertainty over the size of the post-election transition operation and what exactly the new employees will do. The result can be significant overstaffing, a problem made worse by the fact that at such a critical time before the election, the transition team cannot contact campaign leaders to ask about the skills and performance of individuals and how they would fit best on the transition team. Reaching out to campaign staff before the election can prove to be a major distraction and create the perception that some staff are being selected for the transition over others, which can affect morale. Transition leadership can take steps to alleviate these problems by discussing, at least at a high level, how to integrate campaign staff well in advance of the election. This means determining staffing needs as much as possible before the election to get an idea of where additional capacity will be needed, establishing a clear policy for moving campaign staff to the transition and having access to basic personnel background information for campaign staff who are expected to join the transition team. (See the Obama transition team policy regarding this issue at presidentialtransition.org.)

The George W. Bush and Obama transition teams confronted these challenges in different ways. For Bush, the small size of the transition operation meant that key leaders on the post-election transition had to come from the campaign, since there was only a one-man pre-election planning group. For the Obama transition, there were different challenges with integrating campaign staff into the transition operation post-election. In planning for the transition, there was an understanding that most staff would come from the campaign. Generally, the preferences of the campaign regarding who should be on the transition payroll were honored. However, in practice this meant that many junior staffers who had worked on the campaign were given paid jobs, making the transition

9 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 40.

almost a financial bridge until the formal beginning of the administration. This also meant that more senior agency review staff and others were not compensated. The large influx of campaign staff and lack of significant control over who would join forced the transition to make constant adjustments to their staffing and budget plans, which were largely based on untested estimates prepared by the presidential campaign of John Kerry in 2004.

Finally, the rapid increase in staff can cause issues regarding how to properly onboard new people. Transition teams should prepare standardized human resources and onboarding procedures to help ensure that all employees are on the same page and fully understand their roles both on their teams and within the organization. Preparing early will pay off later on when hundreds of new staff will be joining the transition team.

Building the culture

Each individual team is important and plays a vital role in the successful functioning of the transition operation, but building a high-performing and cohesive culture is just as important. Those coming to work on the transition will be motivated by commitment to the candidate's vision for the country. However, different levels of experience, competition for jobs in the potential administration and the pressure of the work can take their toll. It is important that the leadership of the transition establishes a strong culture at the outset. The Romney Readiness Project took meaningful steps in this direction. Executive director Chris Liddell emphasized in his overview sessions for new employees (held weekly) that people should be willing to leave their egos at the door, remain low key about their work, do whatever is required of them regardless of position, be able to tolerate ambiguity, and remain objective and solutions-oriented. The organization encouraged this spirit by providing meals for those working late or on weekends, holding debate-watching parties, communicating through weekly meetings and newsletters, and awarding Employee of the Month honors. These steps helped to create a productive and team-oriented work environment in which everyone was committed to supporting Romney's vision.

BUILDING THE TEAM

Action Items

- ☐ Select and make operational the transition chair no later than April of the election year. The chair is responsible for overseeing the entire transition operation, determining the key goals of the transition, and serving as the public face of the process. This should be a person who has a long-standing relationship with the candidate, a deep network to leverage in building the transition team, and a proven ability to manage large organizations.

- ☐ Select the executive director after the transition chair, but no later than May of the election year. This individual will lead the transition on a day-to-day basis, ensuring execution on the high-level goals of the transition. The ideal executive director should have experience managing organizations either in government or the private sector; strong operating, people and problem-solving skills; and a close working relationship with the transition chair and key team members.

- ☐ Select the remainder of the leadership team once top leadership is in place, ideally by May of the election year. Key leadership positions and considerations include:

  - **Presidential Appointments:** The head of presidential appointments should be willing and able to continue to lead the Office of Presidential Personnel following inauguration and have a keen understanding of the candidate's goals and management style, familiarity with agencies and positions in government, and broad contacts within and outside government.
  - **Policy Implementation:** The head of policy implementation should have a deep understanding of the governing philosophy and policy objectives of the candidate, knowledge of key experts and top officials who might be tapped to lead strategy around various policy priorities, and experience integrating policy expertise with execution.
  - **Agency Review:** The head of agency review should have a broad understanding of the functions of various federal agencies, the ability to set a cooperative tone with agencies, and strong management skills with the ability to oversee a large number of people.

- **Operations:** The ideal operations manager should be comfortable tracking finances for a large organization and coordinating large amounts of time-sensitive resources.
- **Legislative Affairs:** The legislative affairs manager should have the ability to help the new administration establish relationships with members of Congress and important external policy and opinion leaders, and set up the president-elect's legislative and policy goals for success down the road.
- **Legal Counsel:** The ideal transition legal counsel should have a strong background in the federal environment, especially campaign finance and ethics law.
- **Communications:** The communications manager should bring significant public affairs and messaging experience to the transition and be able to explain and reflect the new administration's goals and priorities.

☐ Build the organizational structure of the transition team by early summer, taking care to ensure that the responsibilities, scope and deliverables for each part of the overall team are clearly defined and line up with previously established goals and milestones, and that there are robust lines of reporting and communication to senior leadership.

☐ After the nominating convention, develop a system to accommodate the rapidly expanding size of the transition team as Election Day draws near and workload increases, working with GSA to ensure appropriate space and resources. This should also include a plan for determining staffing needs post-election, integrating campaign staff into the transition operation, and developing standardized onboarding procedures.

"At any given moment we are lacking critical leadership in numerous positions in just about every agency, undermining the effectiveness of our government."

Sen. Tom Carper, U.S. Senator (D-DE)

Hearing on the Nomination of Gina McCarthy to be Administrator of the U.S. Environmental Protection Agency

April 11, 2013

CHAPTER 3

Presidential Appointments

The goal of a presidential transition team is not only to help the president-elect prepare to take office, but to fill roughly 4,000 politically appointed positions, including members of the Cabinet, the White House staff and top positions within each federal agency. Identifying, selecting and in some cases securing Senate confirmation of presidential appointees requires a robust personnel team with a thorough understanding of the number and types of presidential appointments that will need to be made, the skills that are needed in various positions, the importance of diversity among appointees, and how the team will drive the new administration's agenda for the next four years.

To accomplish these goals, the personnel team's work to identify and vet, through both public and non-public means, candidates for key administration appointments should continue from the pre-election period through the election and the inauguration, and transfer seamlessly from the transition to the White House after the inauguration.

White House positions are especially important, and staffing the White House is largely the domain of the incoming chief of staff. These positions do not require Senate confirmation, but play a critical role in building the rest of the administration. The White House should be fully staffed before the inauguration.

The personnel team also will be responsible for recommending Cabinet members and select deputies who must be nominated and confirmed quickly by the Senate as well as individuals for deputy and assistant secretary, counsel and other critical management positions which should be filled within the first 100 days of the administration. The personnel team also must develop a system for identifying, screening and processing lower-level political appointees.

THE BASICS OF MAKING PRESIDENTIAL APPOINTMENTS

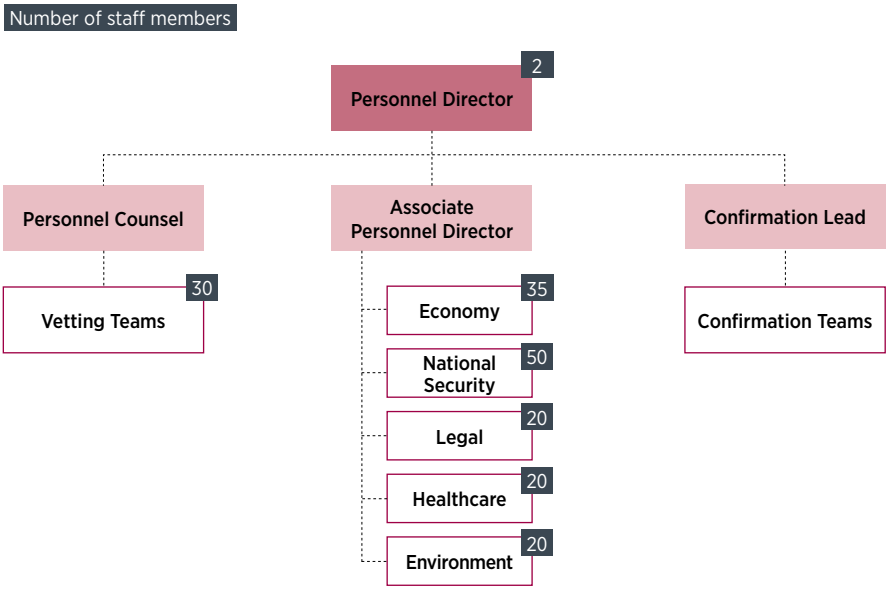
Staffing a new presidential administration requires approximately 4,000 presidential appointments, including more than 1,000 appointments requiring Senate confirmation. Filling such a large number of appointments on a timely basis requires immense internal capacity, organization and discretion within the transition team's presidential personnel office. The personnel team is often among the largest within a transition organization; the Clinton transition team's personnel office had close to 100 members, and the Romney Readiness Project had 124 people working or volunteering on the presidential appointments team by Election Day.

During the transition, the personnel team should be structured around groups focused on different policy or governance areas such as national security, economic affairs, healthcare, education and internal management. Because of the sensitivity of the nomination and appointment process, the personnel team should be housed separately from the rest of the transition office. The personnel staff should work closely with both the policy and agency review teams to identify priority positions based on the policy agenda of the new administration and to generate lists of candidates for each agency based on their particular needs and issues.

Timeline and milestones

The presidential personnel team should set internal milestones guiding how many and which key positions it will try to fill at different points in the transition process. The Aspen Institute's Commission to Reform the Presidential Ap-

2008 Obama transition presidential appointments team organizational chart



Notes: Policy-area staffing groups a mix of paid staff (⅓) and volunteers (⅔). Vetting teams all volunteers.
Source: Obama-Biden Transition Project, Boston Consulting Group Analysis

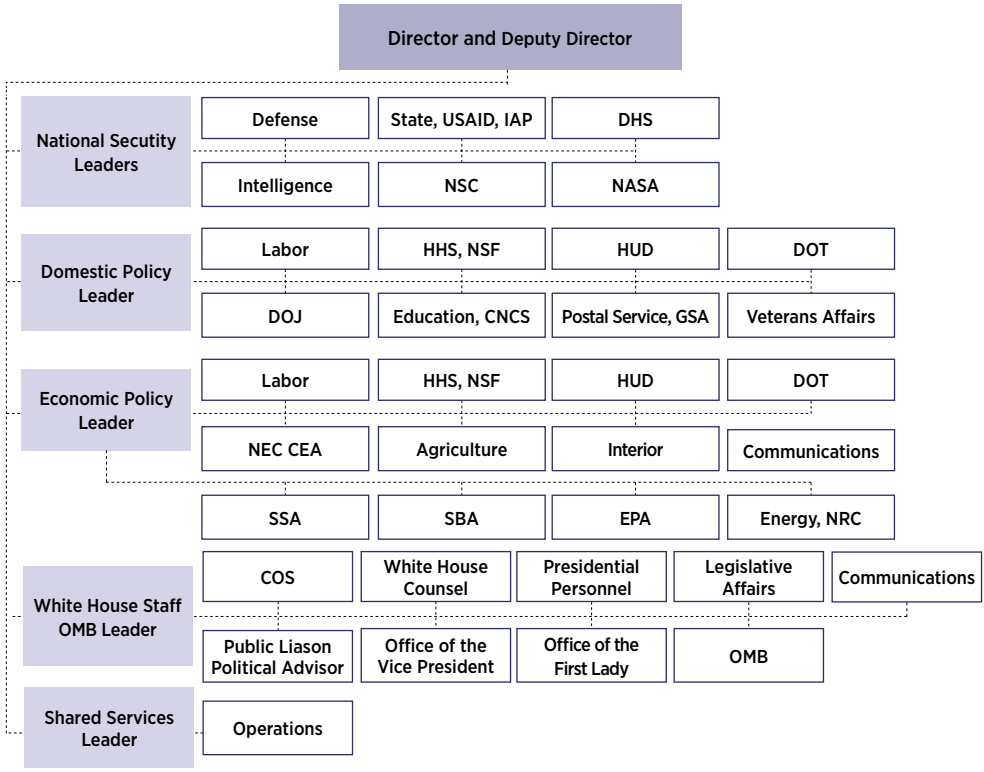
EXHIBIT 2
107

pointments Process[10] issued bipartisan recommendations in March 2012 with suggested goals and milestones, which we have built upon here:

- Fully staff the White House by inauguration. These positions are presidential appointments that do not require Senate confirmation.
- Fill the top 100 department and agency leadership positions soon after inauguration. This should include all of the Cabinet secretaries, their deputies and the key members of management and leadership teams in most major agencies.
- Fill another 300 critical positions throughout federal agencies by the congressional recess in August, roughly 200 days into the administration.

10 The commission was co-chaired by Clay Johnson, executive director of President-elect George W. Bush's 2000 transition and former director of the Office of Presidential Personnel. The commission's report can be found here: http://bit.ly/1YwIsXD.

2012 Romney transition presidential appointments team organizational chart



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, R*omney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 57.

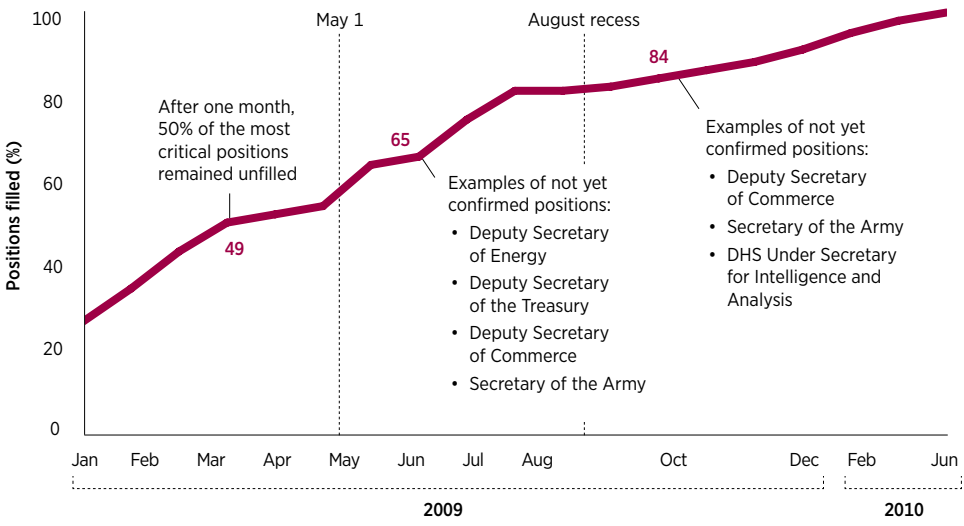
The Clinton, Bush and Obama administrations have fallen well short of these targets, which represent an ambitious but achievable goal with the right organization and staffing by all of the entities involved. Based on these targets, the activities of the personnel team should begin as early as late spring of the election year with the selection of a personnel director. By August of the election year, the personnel team should have developed rough lists of candidates for agency heads and other key positions, and should begin the initial vetting process of candidates using public sources. The period between the election and the inauguration will be a sprint, as the personnel team prepares nominees for their Senate confirmation hearings and works with GSA and outside experts to provide all political appointees with a robust onboarding and orientation program.

Even when a nominee has been vetted thoroughly and enjoys bipartisan support in Congress, the nomination and Senate confirmation process can still take weeks or even months depending on the position and its relative priority. For example, during President Obama's first term, it took on average 45 days from nomination to Senate confirmation for the administration's top 60 positions.[11] It took roughly one month to staff 50 percent of these top positions, and by the congressional recess in August, about 15 percent of the top 60 positions remained vacant. The administration did not fill all of its top 60 positions until nearly one year after inauguration.

11 In this case, the top PAS positions are defined as the secretary and deputy secretary of each Cabinet agency, as well as key subcabinet personnel and subcomponent heads who hold important national or homeland security, economic or management roles.

Fill-rate of the ~60 priority PAS positions*

Only half of the priority positions were filled within a month of Obama's inauguration. The average confirmation period was 45 days.



*See footnote 11 for definition of priority PAS position. The confirmation period is defined as the period between the Senate's receipt of the nomination and the final confirmation by the Senate plenary. Appointees carrying over from the previous administration are counted as positions filled on January 20, 2009.

Source: Boston Consulting Group analysis

EXHIBIT 2
109

Prior transitions have experienced similarly long timelines. The Clinton administration took 267 days to fill its top Senate-confirmed positions, while George W. Bush took 242 days, compared to just 163 days for George H.W. Bush. Mid- and lower-level positions can take even longer: Clinton needed 457 days to fill all deputy positions, while George W. Bush took 422 days to fill all technical positions.[12]

A number of factors can contribute to delays at all stages of the appointments process—the availability of vetting resources (the most important being the number of presidential personnel and Senate staff to do the vetting work), followed by the need to mitigate any conflicts of interest, unexpected issues that arise during the vetting process, the Senate schedule and Senate "holds" on a nomination, among others. It is incumbent for a transition team to plan well in advance, adhere to established goals and be prepared for the unexpected.

Types of appointments

Presidential appointments break down into the following four categories:

PRESIDENTIAL APPOINTMENTS REQUIRING SENATE CONFIRMATION (PAS)

These top-level senior positions include the heads of most major agencies as well as the top deputies, the attorney general and a handful of positions within the Executive Office of the President, including the director of the Office of Management and Budget (OMB) and the U.S. Trade Representative.

PRESIDENTIAL APPOINTMENTS NOT REQUIRING SENATE CONFIRMATION (PA)

This category includes hundreds of positions, including a large number of positions within the Executive Office of the President. These include most senior White House aides and advisors as well as their deputies and key assistants.

NON-CAREER SENIOR EXECUTIVE SERVICE (SES)

Members of the Senior Executive Service (SES) serve in the key positions just below the top presidential appointees. Designed to be a corps of executives charged with running the federal government, SES members are the major link between the top appointees and the rest of the federal workforce. While approximately 90 percent of senior executives are career civil servants, up to 10 percent government-wide may be political appointees. These positions include senior management positions within most federal agencies and are paid according to the SES pay scale.[13]

CONFIDENTIAL OR POLICY-MAKING POSITIONS (SCHEDULE CS)

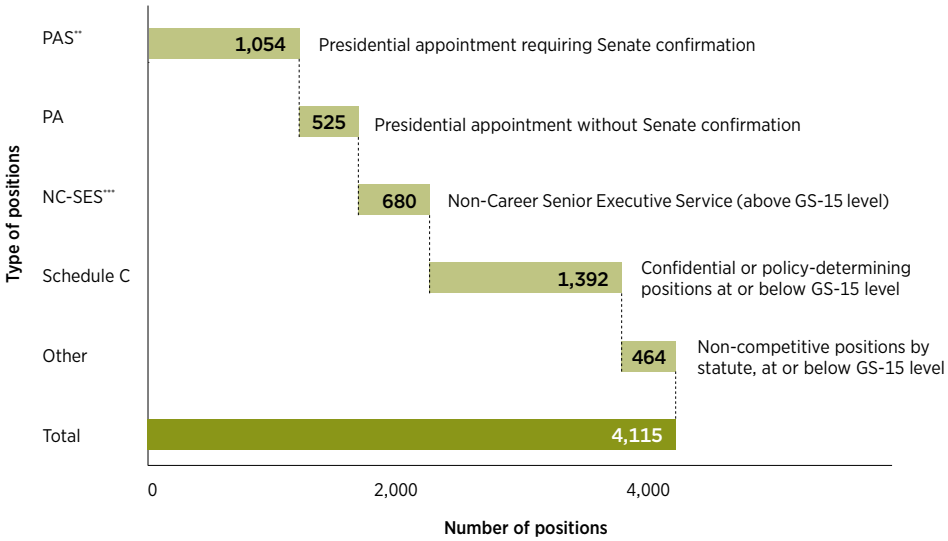
These consist of political appointees in policy-making positions or positions that require a close working relationship with the incumbent officeholder or key political officials. Schedule C positions may be designated by the Office of Personnel Management or the Executive Office of the President at the request of an agency. A new administration can decide how much flexibility to give agencies in creating these positions. Most Schedule C appointments, with some exceptions, are made at or below the GS-15 level.

12 Anne Joseph O'Connell, *Let's Get It Started*, Center for American Progress, January 2009, 19. Retrieved from http://ampr.gs/1PaW4Yy. Technical positions are defined to include the following: Chief financial officers, controllers, comptrollers, scientists and science advisors, members of the CEA and CEQ, and the chief of protocol.

13 United States Office of Personnel Management, "Senior Executive Service: Compensation." http://1.usa.gov/1A54G9D.

Types of non-competitive positions*

A new administration typically makes ~4,000 appointments. Over 1,000 require Senate confirmation.



*Based on the 2012 Plum Book (officially titled Policy and Supporting Positions). The positions described in the most recent Plum Book reflect the personnel and organizational structure of the end of the first term of the Obama administration.
**P.L. 112-166, the Presidential Appointment Efficiency and Streamlining Act, converted 163 positions from PAS to PA.
***In addition to the non-career SES positions, the President may fill "general" SES positions, open to both career officials and appointees. Appointees cannot make up more than 10% of all SES positions. The President may also appoint limited term or emergency SES officials. The total number of appointed SES positions within a given agency must be less than 25% of that agency's SES positions.

Source: Policy and Supporting Positions, 2012; Congressional Research Service "Presidential Appointments, the Senate's Confirmation Process, and Changes Made in the 112th Congress," Oct 2012.

Schedule Cs versus non-career Senior Executive Service

Schedule Cs and non-career Senior Executive Service staff play an important role in every administration. Although there is some overlap in their responsibilities and in the candidates for each, the major differences tend to be in their level of experience and their overall role in the office.

As the name suggests, non-career SES appointees are typically senior professionals with management responsibility just below the level of an assistant secretary or deputy. They tend to assume managerial roles in the federal government alongside career government executives and generally fill positions vacated by non-career SES staff of the previous administration. Candidates for these positions may come from management positions in the private sector, Capitol Hill or state and local government.

Schedule C appointees, by comparison, tend to have either "policy-determining responsibilities or require the incumbent to serve in a confidential relationship to a key official."[14] The number and responsibility of Schedule C positions is controlled by the White House Office of Presidential Personnel,

14 United States Office of Personnel Management, *Presidential Transition Guide to Federal Human Resources Management*, June 2008, 13. Retrieved from http://1.usa.gov/1RBdY7V.

Appointee selection process by level of appointee

	SOURCES	VETTING	RESPONSIBLE FOR SELECTION	TIMING
Cabinet-level and key deputies	• Typically well-known within political circles • Former administrative officials • NGO and business leaders outside government • Campaign and transition staff • Other supporters and advisors of President	• Initial public vet • Deep post-election vet • FBI background check pre-Senate hearings • OGE public financial disclosure form	• President and 4-5 key advisors • New Cabinet-level nominees as well for their key Deputies	• Within a month of election
Other Deputy Secretaries, Under Secretaries and Assistant Secretaries	• See above • Input from agency review teams	• Initial public vet • Less deep post-election vet by personnel team • FBI background check pre-Senate hearings • OGE public financial disclosure form	• Personnel team • New agency heads	• Many between election and Inauguration • Some post-Inauguration
Deputy Assistant Secretaries, Non-career SES and Schedule Cs	• Input from agency review teams • Campaign and transition staff • Other supporters and advisors of the President	• Initial vet • FBI, OPM background check, OGE public financial disclosure form	• New agency heads • PPO	• Some formal transitioning • Most later, after new agency heads confirmed
White House personnel	• Key campaign and transition staff • Other supports and advisors to president, COS • Former administrative officials	• Initial vet • Varies by position • FBI, OPM background check, OGE public financial disclosure form	• President and 4-5 key advisors • Incoming Chief of Staff	• Within a week of election

Source: Boston Consulting Group analysis

and appointees to these jobs can have broad variability in the work they are assigned and how they are managed. While some positions may be lower level, such as special assistant or confidential assistant, other Schedule Cs may hold significant authority within their agencies such as chief of staff, counsel or deputy assistant secretary for legislative affairs.

MAJOR STEPS IN PERSONNEL MANAGEMENT

Identifying potential candidates for the White House and top agencies and building their support teams should begin very early in the transition process and continue well into the first year in office. The personnel appointment process varies considerably depending on the level and type of appointment. Positions requiring Senate confirmation have additional steps and the potential for delays, making internal milestones and timeline targets that much more important. One expert described the entire system as a "production line" that requires planning and forethought to ensure that a glitch in one nomination does not derail the entire operation. The personnel process can be broken down into several steps, many of which will run concurrently based on the priority and timing of the target appointments.

Set goals and timelines for presidential appointments

Because appointments play such an important role in defining the administration and advancing the agenda of the new president, the personnel team should set aggressive timelines and goals for filling key White House, Cabinet and subcabinet positions. Goal-setting should begin quickly, as early as April or May of the election year. Best practice generally dictates having White House positions filled by Thanksgiving, and the most important Cabinet positions ready to announce between Thanksgiving and Christmas so that the nominees will have time to be briefed and prepare for Senate confirmation hearings. This timeframe also enables Senate committees to prepare for a high volume of nominees and to complete as much vetting work as possible prior to the start of the new year. The time from January 1 until the inauguration is a frenzied period when confirmation hearings begin for the most senior nominees and the Senate itself is in the midst of a post-election reorganization. Mid- and lower-level positions, such as Schedule Cs, generally are not dealt with during the transition period due to the limited amount of time available, but there should be a well-defined process in place for filling these jobs.

Establishing standards for nominee qualifications and backgrounds is a significant task for the personnel team, and it can have lasting implications.

ROLE OF THE AGENCY CHIEF OF STAFF

The chief of staff role is unique at every agency, but such individuals focus on helping their principals and agencies succeed. They manage the flow of information, address critical personnel issues, coordinate interagency and White House relations, oversee speech writing and policy, and manage crises. Overall, the chief of staff is essential in helping agencies execute their missions, in large part by facilitating effective communication and decision-making.

Key steps for cabinet-level candidates in a new administration

STEP	TIMING	COMMENTS
Develop Initial list of 5-10 for each position	June–September	Early work of very small personnel group and close advisers
Conduct initial public record vetting	June–September	Use public record (e.g., internet); no outreach to candidates
Narrow to short list	By late-October	Iterative discussion with personnel team and key advisors
Conduct deeper background check	After short list is chosen	If person volunteers to complete forms; conducted by lawyers
Preliminary selection of nominee	Late October/early November	President selects likely candidate from small (3-5 candidate) pool
Confirmatory interview with President	Early November	Interview with presumed candidate (their job to lose)
Final decision and formal offer	During/just after interview	President (with close advisors) makes final selections
Confirmatory interview with Counsel	Following selection	With President-elect and close advisors; then WH Counsel
Announce intent to nominate	Following Counsel interview	Cannot officially nominate until after the Inauguration
FBI and OGE conduct investigations	November–Inauguration (or after)	FBI may initiated background check if name submitted earlier
Senate holds hearings for nominees	Early January	Many conducted prior to formal nomination to speed process
President sworn in	January 20	—
President officially nominates candidate	Immediately after Inauguration	—
Senate confirms nominee	Late January/early February	—

Notes:

- Process for sub-cabinet level nominees is similar:
  - Process normally begins later (post-Inauguration); agency heads involved with selection
  - Accelerated process (above) used at start of administration for high-profile deputies, etc.
  - Later nominees will typically undergo FBI background check before nomination is announced
- Intended to show general process; some transition teams may run process somewhat differently.

Source: Boston Consulting Group analysis

The personnel team must establish clear and well-defined guidelines as to the nature of past statements, associations, behavior or events that will qualify or disqualify a nominee. These issues can include past lobbying activity, tax and immigration compliance, drug use, medical concerns and financial conflicts of interest. The personnel team should be asking itself, for example, what the new administration's view will be on potentially disqualifying factors, the basis for determining disqualifying factors, and how these guidelines will affect the ability of the administration to hire the talent that it wants and needs. How these issues are addressed will be influenced by past precedent, the administration's

needs and even changing societal or legal views. Understanding how these issues have been addressed by prior administrations can be an extremely useful exercise that can help a new administration establish sensible standards.

For example, the George H.W. Bush administration initially applied a "15-year rule" concerning drug use—that is, applicants for senior positions would be disqualified for any illegal drug use within the previous 15 years. The George W. Bush administration informally adhered to a "seven-year rule." By 2009, the vetting standard for certain purposes used a "two-year rule," at least for occasional marijuana usage, although past use of other illegal drugs continued to elicit special scrutiny and certain positions (e.g., in the Department of Justice) followed other customary practices.[15] The legalization of marijuana use in certain states was disregarded for these purposes.

At the beginning of the Clinton administration, the nomination of lawyer Zoë Baird, as the first woman to be considered for attorney general, was torpedoed by revelations that she and her husband had hired an undocumented nanny and a chauffeur for their young child, and had failed to pay Social Security taxes for the two employees. This has been an issue for subsequent administrations. The Obama transition team, for example, adopted a rule holding that any such "nanny tax" liability could prevent consideration for any politically appointed position, even if steps had been taken to "cure" the liability, such as filing amended returns and paying past taxes, interest and penalties. This "nanny tax rule" disqualified numerous potential nominees.

The vetting process also should take into account how the backgrounds of nominees might have special relevance to the field in which they will be working. For example, the Senate Finance Committee is known to apply particularly close scrutiny to the tax records of nominees subject to its jurisdiction. Thus, the 2009 nomination of Lael Brainard as a Treasury undersecretary was delayed for months in part over questions concerning late payments on taxes owed on property jointly owned with her husband, Kurt Campbell. Campbell's own nomination as assistant secretary of state (under the Senate Foreign Relations Committee's purview), however, faced no such problems.[16]

Thorough vetting is essential to effectively anticipating problems and keeping the "production line" of presidential appointments moving. When problems emerge during the confirmation process, vetting issues can forestall a critical appointment and embarrass the new administration and the nominee. For example, former Sen. Tom Daschle's nomination to be secretary of the Department of Health and Human Services was derailed by revelations that he failed to fully pay his taxes from 2005 through 2007. Daschle's withdrawal was a setback for the administration. Some observers have argued that the difficulties the Obama administration later faced in developing and implementing its health care reform agenda can be traced in large part to Daschle's absence.[17] These and other problems with tax issues early in the administration

15 For example, cocaine use, especially within a few years prior to nomination, can be raised as an obstacle for security clearance purposes. Additionally, the most recent version of the SF-86 has included more detailed questions concerning certain types of drugs, such as prescription drug abuse.

16 Campbell was nominated on April 27, 2009, and was subsequently confirmed on June 25, waiting a total of 59 days. Brainard, however, was nominated March 23, 2009, but was not confirmed until April 20, 2010—a total of 393 days.

17 Martha Joynt Kumar, *Before the Oath: How George W. Bush and Barack Obama Managed a Transfer of Power*, (Baltimore, Johns Hopkins University Press, 2015), 142-144.

also brought the entire production line to a near halt as tax returns for a large number of possible nominees became subject to a new level of scrutiny (see appendix 3.4 for a checklist for screening potential presidential appointees developed by the law firm Steptoe & Johnson and Allan & Overy).

Determine priority presidential appointments

Top priority positions include White House chief of staff, senior White House advisors, key management positions, and heads and deputy heads of major federal agencies–particularly those agencies with a role in national, homeland and economic security. It is also important to acknowledge that while many appointments will be equally important to the effective functioning of the administration, the demands of individual jobs may be different and will require different sets of skills. While the White House chief of staff will take the lead in filling White House positions, the transition team and later the Office of Presidential Personnel should assist as needed, and should vet Cabinet secretaries and subcabinet and agency heads with thoughtful consideration as to how each will contribute to the overarching goals of the administration, and how appointees will function as a team and not just as individuals.

White House staff

The White House staff should be the first priority of the incoming administration. The staff serves at the pleasure of the president and therefore does not require Senate confirmation, meaning that these individuals can be in place much faster than other appointees. White House staff directly support the new

White House positions by type

None of the White House Office positions require Senate confirmation—the vast majority are presidentially appointed.

Presidential Appointments

- Chief of Staff
- Deputy Chiefs of Staff
- Counsel to the President
- Assistant to the President for Presidential Personnel
- National Security Advisor
- Director of National Economic Council
- Director of Domestic Policy Council
- Assistant to the President for Communications
- Press Secretary

Other

- Director of Records Management
- Deputy Director of Records Management
- Executive Clerk
- Assistant Executive Clerk
- Supervisor of Search and File

Source: Boston Consulting Group analysis

president's priorities and will help get the new administration off the ground. For these reasons, it is critical that the staff is in place before or soon after Inauguration Day to enable the administration to move as quickly as possible from preparation to governing.

The position of chief of staff should be considered the top priority appointment. It is typically one of the first positions announced after the election, and therefore must be thought through by the candidate in advance of Election Day. The desired person can be asked discreetly, if at all possible before the election, so that individual can get organized and prepare to take action immediately after the election. President-elect Obama, for example, announced Rahm Emanuel as chief of staff just two days after the election, and Emanuel took charge of staffing the White House. The new president's chief of staff plays an important role in setting the overall decision-making and personnel structure of the new White House, serves in the president's inner circle, and needs both management competence and political savvy. James Baker, former chief of staff for President Reagan, noted that the chief of staff along with the White House counsel and head of presidential personnel should be chosen first because they "help the president pick the rest of the administration" and are ultimately de facto co-leaders of the transition post-election.[18]

The Romney Readiness Project assessed different models for the chief of staff position as part of an effort to consider which White House and administrative structure would best contribute to achieving a Romney administration's goals. This extensive work was led by Roger Porter and Ben Sasse in the pre-election period, with the intent to present design options to Romney following the election. They noted that chiefs of staff have served many roles beyond managing White House personnel, including managing the operations of the White House, facilitating coordination across and among offices, overseeing strategy development and even serving as the president's negotiator or "alter ego."[19] Each president-elect will need to decide the appropriate role for his or her chief of staff.

Other top White House positions, such as the press secretary, director of presidential personnel, national security advisor, White House counsel and directors of the National Economic and Domestic Policy Councils, should each be selected within the first month after Election Day as they will play important roles in getting the new president up to speed on critical issues, guiding policy development, and building up the staffing and decision-making structures of the White House and federal agencies. The director of presidential personnel will ideally be able to serve continuously from the transition through at least one year of the new administration. Don Gips, who served as the personnel director of the Obama transition, provides an illustrative example. Gips took over the transition's personnel portfolio around January 1, 2009, months into the transition and just weeks before the inauguration. He handled personnel for only a few months before he was nominated and subsequently confirmed as

18 Charles E. Walcott, Shirley Anne Warshaw and Stephen J. Wayne, White House Interview Program, *The Chief of Staff*, December 17, 2000, 2. Retrieved from http://bit.ly/1Q5NASO.
19 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 125-126.

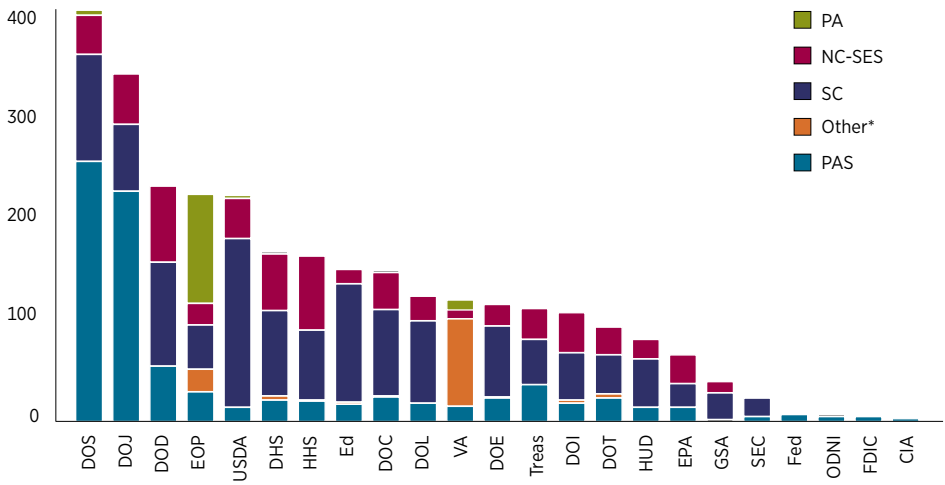
ambassador to South Africa, leading to yet another change in personnel leadership. According to those involved, the pressure of the transition, as well as the complexity of the personnel rules of the transition (e.g., who can volunteer, what constitutes conflict of interest, how the lobbying restrictions are applied) led to burnout among many of the transition personnel staff, and few transferred to the White House.

The director of the Office of Management and Budget also should be nominated as soon as possible after the election, as this is a critical job that will have a role in advancing most of the new administration's policy initiatives and will take the lead on the president's budget and major management initiatives. Mitch Daniels, who served as the first OMB director under President George W. Bush, was offered the position in December 2000, and confirmed by the Senate unanimously on January 23, 2001.

Cabinet secretaries

Cabinet secretaries are important both substantively and symbolically, and finding people for each job can be challenging. Preferred candidates will possess subject matter expertise and strong management credentials, good political instincts, media savvy, and alignment with the new president's policy and governing objectives. Cabinet selections are an extension of the administration's "brand" and tie a face to the new administration's policies. Because these critical positions require Senate confirmation and each candidate will need significant vetting, the new administration should select its Cabinet nominees by Thanksgiving and work closely with

Appointed positions across major agencies



*Non-competitive positions by statute, at or below GS-15 level
Source: Boston Consulting Group analysis

Congress to make sure they are confirmed, when possible, within a week of the inauguration. This requires early communication with the bipartisan Senate leadership and the committees that will be moving nominees to the floor. It is worth noting that the relative priority of a position may depend in part on the administration and the circumstances it faces upon entering office. In general, priority should be given to positions with significant national and economic security responsibilities, such as the secretary of defense, secretary of state, secretary of homeland security, secretary of the treasury and attorney general.

The transition team, in consultation with the president-elect, must also decide the appropriate level of input from its Cabinet nominees for key subcabinet positions. Cabinet secretaries are key officials, but they do not succeed in isolation. They are members of agency leadership teams, and the appointees working with them will be essential to their success. Transition teams should build the leadership team that will be supporting the secretary in advancing the new president's priorities—the deputy secretary, the general counsel, the chief financial officer, the assistant secretaries for public affairs and legislative affairs, and other key positions—and consider submitting their nominations[20] to Congress along with those of the secretary-designate. This would allow Senate committees to move quickly to vet and consider the nominee for secretary along with the key officials who will make up a department's leadership team. Secretary of the Treasury Timothy Geithner was famously described as being "home alone" at the department during the height of the financial crisis in January and February 2009 because no other political appointees had been nominated or confirmed;[21] his deputy secretary, Neal Wolin, was not nominated until March 2009 and was confirmed in May. Submitting a slate of appointees to fill key department leadership positions will help avoid this problem of extended vacancies at senior levels.

Key subcabinet positions

Positions that fall below the level of the Cabinet secretary or deputy secretary will still have an impact on the effectiveness of the administration from the earliest days. Each Cabinet secretary needs, in the words of one former secretary, "a good lawyer, a good congressional relations person, someone to oversee the budget and someone to deal with media." Additional positions considered to be most important will be determined based on the priorities of the administration, but should include key national security, economic, emergency response and management jobs.

How the team may choose to prioritize these appointments could change depending on the administration and the economic and security climate it confronts upon entering the White House.

Even if a new administration is on top of its game, the process can be drawn out, with many Senate-confirmed positions remaining unfilled for long periods of time. It took the Obama administration until the end of April 2009 to fill all 15 top Cabinet secretary positions.[22]

20 Pursuant to P.L. 112-166, not all of these positions will require Senate confirmation, and certain individuals from the prior administration may be asked to continue serving when the new president assumes office.
21 Partnership for Public Service, *Ready to Govern: Improving the Presidential Transition*, January 2010, 18.
22 Anne Joseph O'Connell, *Waiting for Leadership*, Center for American Progress, April 2010, 1. Retrieved from http://ampr.gs/1l8dj0k.

Below the level of Cabinet secretary, it took an average of 193 days to fill the first group of Senate-confirmed positions, including key subcabinet positions and subcomponent heads, from nomination to the Senate confirmation vote.

Future transitions should significantly accelerate the pace at which political appointments are filled, well beyond what prior administrations have achieved. The transition team should aspire to name subcabinet appointments and agency heads before March 15 with the goal of having them confirmed by May 1. The team also should be prepared to clear hurdles in the vetting and confirmation processes that could slow progress. By the end of the first year of the Obama administration, there were still several key subcabinet posts that had not yet been filled. For example, the Obama administration did not nominate an undersecretary of agriculture, who leads the Food Safety and Inspection Service and serves as the highest ranking food safety official in the U.S., until January 2010, when Elizabeth Ann Hagen was nominated; she was not confirmed until December. Another notable example is the National Highway Traffic Safety Administration, which was still dealing with the fallout from a major Toyota recall over the dangers from sudden acceleration of the vehicles. The White House did not nominate a NHTSA administrator until December 4, 2009, with the Senate confirming the nominee about three weeks later.

Internal vetting and security clearances

The 2004 Intelligence Reform and Terrorism Prevention Act (P.L. 108-458) allows presidential nominees to initiate and secure interim security clearances for key staff serving on the candidate's transition team. This clearance allows key advisors access to classified information and briefings on matters of national security and intelligence during the transition, ensuring the president-elect has needed staff support on major issues of national security. The 2008 transition was the first in which this statute was put to use. In the 2008 campaign, the Obama team submitted more than 100 names for clearance so that these staff would have access to classified briefings after the election. The McCain campaign, which at that point had a significantly smaller transition operation, submitted just five names.[23] The White House assisted this effort by expediting the processing of clearances for key advisors.

The clearance process is facilitated by the General Services Administration (GSA) and is generally handled by the FBI, the Office of Personnel Management (OPM) or the Office of the Director of National Intelligence (ODNI). Each of these offices has the capacity to conduct security clearances, but historically most clearances for senior positions have been handled by the FBI. The process begins when the candidates choose to submit names to GSA, ODNI and FBI following the nominating conventions. The FBI and ODNI will then begin full "concentrated" background checks in a condensed timeframe. Sometimes this will result in limited, interim clearances that will go into effect only after the candidate's victory is confirmed. After the inauguration, the security clearance process for each individual appointee and agency will return to normal.

23 Partnership for Public Service, *Ready to Govern: Improving the Presidential Transition*, Washington D.C.: January 2010, 5.

Process for obtaining temporary security clearances for key transition personnel prior to the general election

	Candidate submits name	Basic background check	Clearance granted	Clearances used during transition
TIMING	August/September	Prior to election	Prior to election	Permanent
RESPONSIBLE	Candidates (through transition teams)	FBI	FBI	FBI continues to do background checks as names are submitted
COMMENTS	• When able, FBI/DNI/GSA solicit names from the campaign • Obama submitted 150-200 names 4-6 weeks prior to election; no reported issues • Romney did not submit names pre-election; discussed post-election schedule with FBI	• FBI and DNI begin full background check with goal to complete full check in condensed timeframe for clearance • In some cases, there is only time for a basic name check/interim clearance	• Most clearances do not go into effect until after candidate's victory is confirmed • Presidential and Vice-Presidential candidates can have two advisors each to sit in briefings prior to election	• Individuals whose investigations are completed successfully receive clearances • Additional clearances are granted as the President-elect's team submits names and they pass the background check

Notes: The purpose is to allow key advisors to be briefed and provide briefing support to the president-elect on national security issues during the transition. These clearances are a result of the 2004 Intelligence Reform Act.

Source: Boston Consulting Group analysis

Transition teams should submit names of prospective nominees and staff as soon as possible after the party nomination convention. The transition team also should gather the necessary background data for all top campaign personnel who may have a role in the administration (i.e., have people fill out forms such as the SF-86 for national security positions and OGE-278 on financial disclosures) to avoid having to collect it in the final days of the campaign. During the lead-up to the 2012 election, Romney's transition chairman and executive director made it a point to fill out their SF-86 security clearance questionnaire, both to get the process started early and to serve as an example for the rest of the transition team. GSA, led by transition coordinator Darren Blue, facilitated the security clearance process by working with Romney's staff to make sure forms were turned in, coordinating with the FBI and OPM, and providing an on-site security clearance expert to help with the process and answer any questions that transition staff may have had about it.

In addition to the formal security clearance process, the transition teams also must vet prospective political appointees. During the Bush 2000 transition, which was shortened due to the election controversy, all prospective Cabinet nominees were interviewed internally by a former White House general counsel to surface any possible issues or surprises with their nominations. The nominees were advised to share any potentially embarrassing or disqualify-

Elements of FBI suitability background investigations

All Clearance Levels

- Verification of birth and citizenship records
- Verification of education
  - Level 1 and 2 personal check at each school
  - Level 3 and 4 telephone or letter checks
- Verification of advanced degrees with Board of Examiners (e.g., Bar Association)
  - Level 1 and 2 personal check
  - Level 3 and 4 written inquiry
- Arrest checks for every lived-in location
- Criminal database name check of all listed relatives
- Personal interviews with neighbors (last 5 years)
- Personal interviews with 3 listed references

Clearance Levels 1 and 2 Only

- Personal verification of employment
  - Level 1: back to age 18
  - Level 2: back 15 years (or to age 18, whichever comes first)
  - At least one supervisor and two co-workers for each employer
  - Personnel folder check
  - IG and Security offices for former government employees or holders of prior clearances
- Foreign Agent Registry check
  - Depends on background of individual
- SEC, FDIC, FRB, Comptroller of the Treasury checks
  - Depends on background of individual

Anticipated personal interviews	• Level 1: 25-35 interviews (back to age 18) • Level 2: 15-25 interviews (back 15 years or to age 18, whichever comes first) • Level 3: 10-15 interviews (back 10 years) • Level 4: 0 interviews (back 5 years)

Source: Boston Consulting Group analysis

ing information at the very outset, prior to beginning the formal background check or nomination process, with the understanding that if they were honest and forthcoming in their initial vetting and earned the president's support, the White House would back them regardless of what came out. But they were told that if they hide something and it comes out, "we'll drop you." This was the key test appointees had to pass before the president would announce their nomination.

Determine level of White House involvement for agency appointments

There are a large number of second- and third-tier positions that need to be filled through presidential appointment. Some administrations chose to centralize the selection of these positions within the White House. Others have given greater flexibility to agency leaders to select their own appointees, or developed a process that combined the two approaches. The level of involvement by the White House may differ depending on the administration, but history shows that personnel will be governed from the White House given that the top priority is to ensure loyalty to the president and the policies of the administration. For example, the Clinton administration's incoming Secretary of Agriculture, Dan Glickman, had been a member of Congress, and the White House acquiesced to his desire to select the department's assistant secretary

for legislative affairs, but it maintained final decision-making authority on most of the other senior appointments in the department. Margaret Spellings had a similar approach in the administration of George W. Bush. As a longtime education advisor to Bush, senior White House aide and incoming secretary of education in Bush's second term, she used her considerable political capital to influence the appointments that were of particular importance to her, while the White House selected the other appointees.

A president's direct role in making appointments has varied according to his or her preferred way of operating. For example, some presidents prefer to have nominees for Senate-confirmed positions recommended first to the chief of staff, who will then discuss them with the president; others prefer to have the director of presidential personnel present the recommendations directly. The latter approach was used by George W. Bush, who met with the director and relevant staff from the Office of Presidential Personnel on a regular basis to consider their recommendations.

The key for the White House will be to ensure not just that they recruit the best people for the top job at an agency, but to make sure that agency leaders are viewed as a team rather than individuals. The secretary, deputy secretary, chief of staff and other top agency leaders should all complement each other in terms of both expertise and personality. For example, if the secretary is someone who is most comfortable acting as the "face" of an agency and policy agenda, then the deputy secretary should be the one to manage the agency on a day-to-day basis as the chief operating officer.[24] Keeping this in mind when making specific appointments will help build a cohesive, well-functioning unit that will provide effective, unified leadership at the agency.

Develop system to manage mid- and lower-level positions

While the personnel process for a presidential transition will focus on the Senate-confirmed, senior-level jobs in an administration, it must also plan for the politically appointed positions below the level of senior agency leadership. These positions include non-Senate confirmed presidential appointees (PA), non-career SES and Schedule C positions; combined, they account for more than half of all political personnel, or some 2,500 positions.[25] Many positions that fall below the level of Senate confirmation play a unique role in the build-out and functioning of the administration, including select management positions such as chief human capital officer and many assistant secretaries for management and administration, public affairs and legislative affairs, which may or may not be PAS positions depending on statute.

In order to handle the huge volume of candidates and applicants for these positions, the personnel office should coordinate with GSA to develop an online human resources system to manage the process, including potentially thousands of resumes and applications from people pursuing jobs in the administration. The past few transitions have made use of modern HR systems to facilitate staffing a presidential administration, reducing the amount of staff

24 Deputy secretaries are designated to serve as agency chief operating officers by P.L. 111-352, the Government Performance and Results Act Modernization Act of 2010.

25 This is an estimate, as there is not a set limit on the number of Schedule C appointments.

needed to handle physical documents or input data. Developing this system early and working with GSA and the outgoing administration to make sure that the system can easily transfer to the White House is essential.

The Bush 2000 transition had an entirely separate office within the personnel team devoted to handle Schedule Cs, which became something of a "placing agency" for committed people from the campaign. A separate office handled SES appointments, but the two teams worked together closely due to the overlap between the pools of eligible people for these types of positions.

The Obama 2008 transition team did not begin focusing on Schedule C positions until after the election. The team's first step was to look at Schedule C numbers from the outgoing Bush administration and adjust it based on the new administration's priorities. The personnel staff approached the agency review teams for an estimate of Schedule C needs, and made recommendations for allocating Schedule C positions. The team did not fill all positions prior to the inauguration, holding back on some to prepare for new programs or priorities and to have positions available for political or campaign staff.

The personnel team should think strategically about how the allocation and selection of Schedule C appointees can be used to help advance administration priorities well into the future. Given that every administration must deal with the exit of political appointees and other key staff, the flexibility granted to Schedule C appointments means that a new administration has a rare opportunity to use this group as a talent pipeline for future appointments. Both the administration and agencies should make a continual effort to evaluate and develop this group to maximize the effectiveness and identify those who should be groomed for another (and perhaps a more prominent) role later on in the administration.

Guide nominees through the Senate confirmation process

Positions that require Senate confirmation are particularly important for a new administration. They are the most senior and usually the most visible appointments in government, and they come with enormous responsibility and increased public and congressional scrutiny. Cabinet-level appointments, in particular, should be discussed with the candidate before the election so the formal nomination process can get underway as soon as possible following Election Day.

Although the president-elect's personnel team vets potential appointees before they are nominated, the Senate conducts its own vetting, and specific procedures vary by committee. Many nominees have been held up in the Senate due to unexpected issues that arise during the Senate's review of a nominee's personal experience, policy views, finances, public statements, associations or other factors. For this reason, it is important to include the congressional affairs staff in preparing appointees for what they will experience as a presidential nominee. Both teams should work together to ensure there is a plan in place to identify allies on the relevant Senate committees early to build a positive working relationship and ensure the new president's nominees are well-supported throughout the confirmation process.

After the election, and once the internal vetting and security clearance processes have been completed, the formal vetting begins, including a personal background review by the White House General Counsel and a financial disclosure review and ethics check by the Office of Government Ethics. Any issues with respect to financial disclosure are addressed by the nominee in consultation with their own legal counsel, OGE and the designated ethics officer of the agency to which they will be nominated. Once a prospective nominee has gone through these checks, the formal nomination is sent to the Senate and referred to the Senate committee of jurisdiction. The individual committees have four choices for considering the nomination: report the nomination favorably to the full Senate, report the nomination unfavorably, report without recommendation or take no action.[26] A favorable vote by a majority of committee members is required to send the nomination to the full Senate for approval. The full Senate rarely considers nominations that have not been reported favorably by a committee.[27]

In order to prepare presidential nominees for Senate confirmation, the legislative affairs team should offer training and mock Senate hearings during the handover phase and in the early days of the administration. In most cases, nominees have been given a "Sherpa," a member of the congressional affairs staff or a volunteer who advises and accompanies the nominee when meeting with senators to help build relationships on Capitol Hill, avoid pitfalls and prepare for their nomination hearing.

The Romney Readiness Project, for example, planned for guides to be assigned to every nominee. Cabinet secretaries and deputy secretaries would have a particular person assigned to be their Sherpa, along with a team made up of a scheduler, executive assistant, policy person, communications person, and others as needed. For lower-level appointments, these duties would be managed by the Office of Presidential Personnel or by the agency's congressional affairs staff. The Romney team took the unusual step of preparing for a new White House position, deputy assistant to the president for nominations, which would oversee strategy and execution of the nominations process for the first six to nine months of the administration.[28]

Prepare Cabinet orientation and retreat

Molding the Cabinet into a cohesive team—educated on what it takes to succeed in government and what the new president and the public will expect from them—is critical but often overlooked in the crush of activity early in the administration. There is essential knowledge that the Cabinet and its senior leadership teams need to have on the first day in order to start quickly and effectively, avoid mistakes and accomplish their objectives. An orientation program should be initiated for these individuals on key issues they will confront once in office. These should include the federal budget process, working with

26 Elizabeth Rybicki, Congressional Research Service, *Senate Consideration of Presidential Nominations: Committee and Floor Procedure*, March 9, 2015, 6. Retrieved from http://1.usa.gov/1WwNlV7.

27 Exceptions to this practice are "privileged nominations," entitled to expedited procedures by S. Res. 116 from the 112th Congress. This resolution allows certain nominations to bypass committee referral if a committee did not request a referral within 10 days of the nomination having been received by the Senate.

28 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 117.

the White House, the Office of Management and Budget and other agencies; managing the political-career relations, ethics and optics; the intricacies of federal hiring; working with Congress and driving results and accountability.[29]

It is also important to give Cabinet members an opportunity to get to know each other and view themselves as a team united by the shared goal of advancing the administration's priorities. Few challenges confronting the federal government today are within the control of a single agency; they require a collaborative effort by leaders working together across government, starting with members of the Cabinet. There are several opportunities to advance a spirit of teamwork and collaboration. During Bush's 2000 transition, nominees for Cabinet posts were brought to Washington and given offices in the transition's headquarters, a space dubbed "Secretaries Row."[30] This allowed the secretaries-designate to meet each other and build relationships. The Obama administration took this a step further by organizing a Cabinet retreat from July 31 to August 1, 2009, to create a shared sense of purpose and to build relationships within the group. A highlight of this retreat was the opportunity for new secretaries to ask questions of the president. In the view of one senior Obama official, the offsite should have happened much sooner after the inauguration in order to have had maximum impact on the Cabinet as a team.

The transition team should begin planning for a Cabinet-level offsite with the president well before Inauguration Day, and before the White House and the Cabinet become swept up in the daily tasks of governing. The offsite should take place as close as possible to the inauguration, provided a significant majority of Cabinet members have been identified and are well into the confirmation process. Areas of focus could include the values and vision that will guide the work of the administration, the decision-making process, breaking down silos to work across government, working with Congress, opportunities for transforming government, and identifying and working with allies outside the federal government. For a sample Cabinet orientation agenda, please see the following page.

29 As part of its Ready to Govern training curriculum for incoming appointees, the Partnership for Public Service addresses many of these issues, including the importance of ethics and optics for new appointees to help them recognize and avoid common legal and ethical violations, particularly as they relate to the differences between the public and private sectors.

30 Clay Johnson III, "The 2000-2001 Presidential Transition: Planning, Goals, and Reality," in *The White House World: Transitions, Organization, and Office Operations*, eds. Martha Joynt Kumar and Terry Sullivan (College Station, TX: Texas A&M University Press, 2003), 317.

ADDITIONAL INFORMATION
ON PREPARING ORIENTATION CURRICULUM FOR CABINET SECRETARIES

The president and members of his Cabinet must work together as a cohesive team with a shared vision, common values and clear priorities. The challenges facing government today require leaders to work across agencies and marshal the resources of their respective agencies to address difficult, longstanding problems.

President Obama hosted a retreat for his Cabinet in the summer following his inauguration to build important relationships and create a shared sense of purpose among his Cabinet members. However, the retreat did not occur until summer, several months after the inauguration. In the view of one senior Obama official, the offsite should have happened much earlier in the president's administration to have had maximum impact on the Cabinet as a team.

Creating the culture of the president's Cabinet should begin early. Planning for a Cabinet-level offsite with the president should begin well before Inauguration Day, and the offsite itself should happen as close as possible to the inaugural, provided a significant majority of Cabinet members have been identified and/or are well into the confirmation process.

Ideally, the new president or president-elect should spend dedicated time with his Cabinet and senior White House staff to cover a range of issues essential to effective governing and service as a Cabinet secretary:

Values and Vision

- What are the values that will guide the work of this Administration? How will each member of the Cabinet demonstrate those values? What is this Administration's "brand"?
- What is the president's vision for the first 100 days, the first year and the first term, and how will the senior leadership team contribute to realizing that vision and engage others in doing so?
- What are the specific goals and milestones by which the president will measure progress in
    - The economy and fiscal outlook?
    - Policy?
    - Personnel?
    - Management improvement?
    - Addressing government-wide challenges?
- In what key ways will the Administration leave the federal government better than we found it?

Making Decisions in the Administration

- What is the president's intention with respect to the frequency and purpose of White House staff meetings, Cabinet meetings and the role of each individual in those meetings?
- Which existing interagency bodies exist, or what new interagency bodies will be established, to enable collaboration across departments and agencies in addressing government-wide challenges? How and by whom will government-wide initiatives be prioritized?
- How will the departments work with the White House on policy, personnel and other management decisions?
- Where do Cabinet secretaries have autonomy?
- How and by whom will decisions and progress be shared with the American people?

Emergency Response

- Line of succession
- Role of the White House Military Office
- Continuity of Government plans
    - White House level
    - Department level
- Knowing when there is an emergency, and knowing one's role
- Understanding and navigating response across agencies and sectors
- Knowing the key emergency response staff in one's department
- Keys to a rapid and effective emergency response

In addition, there is essential knowledge that Cabinet members and senior members of their leadership teams need to have on "Day One" in order to get off to a good start, avoid mistakes and accomplish objectives. An orientation program should be initiated for members of the Cabinet and senior agency officials on the following key issues:

Understanding the Federal Environment

- What makes the federal government unique or different from the private sector?
    - Mix of career and political staff
    - Partisanship
    - Budgeting complexity
    - Layers of oversight and accountability (including accountability to Congress)
- Difficulty of measuring outcomes/results
- Cross-cutting nature of challenges
- "Living in a Fishbowl"
- Rewards—"best job I ever had"
- What are the hallmarks of a successful leader in the federal government?

Leading in the Federal Space: Being Smart and Avoiding Costly Mistakes

- Good habits and practices
- Get to know your Designated Agency Ethics Officer
- Common ethics and legal violations and how to avoid them
    - Government funds (e.g., expense accounts, credit cards)
    - Personnel (may include hiring/firing dos and don'ts)
    - Travel
    - Procurement
    - Lobbyists
- Avoiding legal behavior that could nevertheless create impression of impropriety or embarrass the President

Opportunities for Transforming Government

- What are the challenges facing government (both long-standing and emerging) that require a government-wide approach and sustained attention over time?
- GAO High Risk list; prior presidents' management agendas

- What does it take to make real, systemic change and fix chronic problems?
- Choosing where to prioritize and invest in order to address these challenges

Managing the Political/Career Interface

- Role of the career staff
- What signals does this Administration want to send to career employees? To subordinate political appointees?
- Engaging career staff early and often
- Identifying and re-recruiting top career talent
- What are the key positions and are they filled with the right people?
- Who are the key people you need to know, and who you will need to be successful?
- Understanding union activity in your department

Federal Budget Process and the Role of OMB

- Understanding the president's budget as a statement of policy
- OMB's role
- Concurrent budget processes
- Where and when Cabinet secretaries can have an impact
- Coordination with White House and OMB—how it's done and what the process looks like

Working with Congress

- "Board of Directors" role; culture of House vs. Senate
- Legislative, oversight and appropriations responsibilities
- Keeping an agency out of trouble (e.g., doctrine of no surprises)
- Role of GAO
- Who a Cabinet secretary needs to know, and who they need as an ally

Working with the Media/New Media

- Staying on message and reflecting the President's priorities
- Using the media to advance priorities
- Using the media to communicate with the American people
- New media—voiding mistakes, creating and seizing opportunities

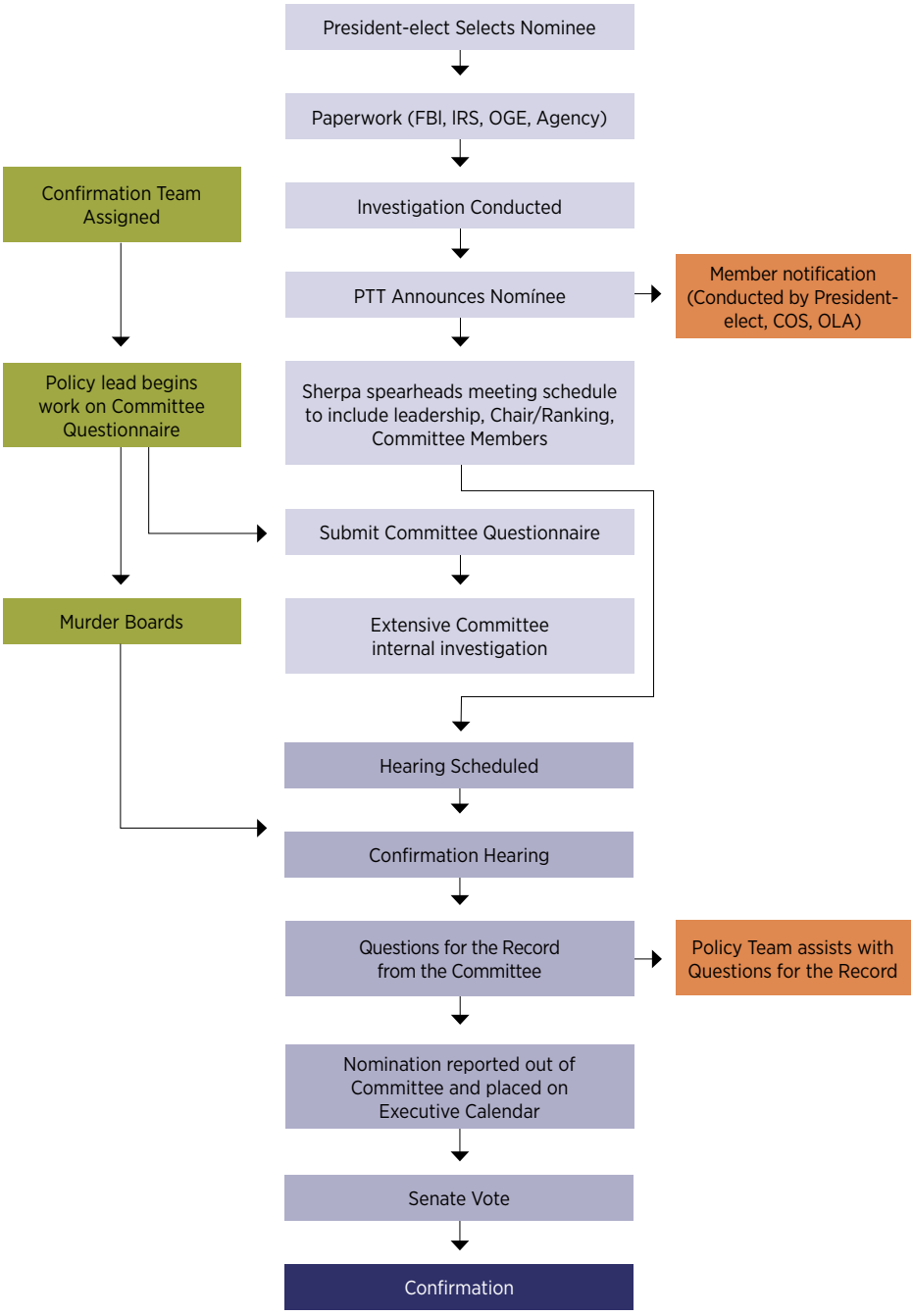
Forming and Using Your Senior Leadership Team

- Clarity of roles and governance
- Choosing the right model
- Roles of a deputy secretary
- Roles of a chief of staff

Identifying and Working with Allies Outside of the Federal Government

- Identifying organizations and individuals who can help advance the president's agenda
- Communicating with the American people and engaging the public in addressing challenges
- Engaging the Nation's governors and local leaders

Confirmation flow chart



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese, and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 118.

PRESIDENTIAL APPOINTMENTS
Action Items

Pre-election:

- ☐ Determine priority presidential appointments. Top priority positions include White House chief of staff, top White House advisors, key management positions, and heads and deputy heads of major federal agencies with a role in national, homeland and economic security.
- ☐ Set goals and time targets for filling appointments: 50 most time-sensitive positions within the first few days after inauguration, another 50 key positions within the first 100 days, and another 300 critical positions within 200 days.
  - Select immediately after election: White House chief of staff
  - Select within one month of election: OMB director, top White House positions (press secretary, director of presidential personnel, national security advisor, White House counsel, directors of National Economic and Domestic Policy Councils)
  - Select by Thanksgiving: Cabinet secretaries
- ☐ Design system and standards for selecting and vetting top priority positions.
- ☐ Submit names of prospective nominees and staff for security clearance as soon as possible after the party nomination convention leading up to the election.

Post-election:

- ☐ Guide nominees through the Senate confirmation process.
- ☐ Develop and implement a system for vetting second- and third-tier presidential appointments, which include non-Senate confirmed presidential appointments (PA), Schedule C and non-career SES positions.
- ☐ Prepare an orientation curriculum and retreat as close as possible to the inauguration for Cabinet secretaries in order to build cohesiveness and reinforce the values and vision of the administration.

APPENDIX 3.1

Excerpt from Intelligence Reform and Terrorism Prevention Act of 2004

Source: Public Law 108-458: Intelligence Reform and Terrorism Prevention Act of 2004

SUBTITLE F—PRESIDENTIAL TRANSITION

(a) Services Provided President-Elect—Section 3 of the Presidential Transition Act of 1963 (3 U.S.C. 102 note) is amended—

(1) by adding after subsection (a)(8)(A)(iv) the following: "(v) Activities under this paragraph shall include the preparation of a detailed classified, compartmented summary by the relevant outgoing executive branch officials of specific operational threats to national security; major military or covert operations; and pending decisions on possible uses of military force. This summary shall be provided to the President-elect as soon as possible after the date of the general elections held to determine the electors of President and Vice President under section 1 or 2 of title 3, United States Code.";

(2) by redesignating subsection (f) as subsection (g); and

(3) by adding after subsection (e) the following: "(f)(1) The President-elect should submit to the Federal Bureau of Investigation or other appropriate agency and then, upon taking effect and designation, to the agency designated by the President under section 115(b) of the National Intelligence Reform Act of 2004, the names of candidates for high level national security positions through the level of undersecretary of cabinet departments as soon as possible after the date of the general elections held to determine the electors of President and Vice President under section 1 or 2 of title 3, United States Code.

"(2) The responsible agency or agencies shall undertake and complete as expeditiously as possible the background investigations necessary to provide appropriate security clearances to the individuals who are candidates described under paragraph (1) before the date of the inauguration of the President-elect as President and the inauguration of the Vice-President-elect as Vice President."

(b) Sense of the Senate Regarding Expedited Consideration of National Security Nominees—It is the sense of the Senate that—

(1) the President-elect should submit the nominations of candidates for high-level national security positions, through the level of undersecretary of cabinet departments, to the Senate by the date of the inauguration of the President-elect as President; and

(2) for all such national security nominees received by the date of inauguration, the Senate committees to which these nominations are referred should, to the fullest extent possible, complete their consideration of these nominations, and, if such nominations are reported by the committees, the full Senate should vote to confirm or reject these nominations, within 30 days of their submission.

(c) Security Clearances for Transition Team Members—

(1) Definition—In this section, the term "major party" shall have the meaning given under section 9002(6) of the Internal Revenue Code of 1986.

(2) In General—Each major party candidate for President may submit, before the date of the general election, requests for security clearances for prospective transition team members who will have a need for access to classified information to carry out their responsibilities as members of the President-elect's transition team.

(3) Completion Date—Necessary background investigations and eligibility determinations to permit appropriate prospective transition team members to have access to classified information shall be completed, to the fullest extent practicable, by the day after the date of the general election

(d) Effective Date—Not withstanding section 351, this section and the amendments made by this section shall take effect on the date of enactment of this Act.

APPENDIX 3.2

Obama transition team memorandum on the Intelligence Reform Act of 2004's impact on presidential transition

Source: Obama-Biden Transition Project documents

Question presented

How does the Intelligence Reform Act of 2004 affect Transition?

Short Answer

The Intelligence Reform Act of 2004 encourages rapid placement of national security personnel in both Transition and the new Administration and requires immediate transfer of information from current Executive Branch officials to the President-Elect.

The Act:

Allows each major party candidate, before the election, to request security clearances for prospective transition team members who would need access to classified information to carry out transition responsibilities; and requires the investigating agency to process the requests, to the fullest extent practicable, by the day after the election.

Encourages the President-Elect to request security clearances for high level national security candidates as soon as possible after the election; and requires the investigating agency to process the requests as soon as possible before the inauguration.

Encourages the President-Elect to submit high level national security nominees to the Senate before inauguration; and encourages the Senate to confirm or reject the nominees within 30 days.

Requires executive officials to prepare a detailed written summary of current national security issues and deliver it to the President-Elect as soon as possible after the election.

Discussion

Section 7601 of the Intelligence Reform Act of 2004 "addresses the 9/11 Commission's recommendation to improve the transition between administrations." Cong. Rec. S10008 (Sep. 30, 2004) (Sen. McCain). During the course of their investigation, Commissioners found that "the time of transition is a time of great vulnerability for our country" and that "[n]ational security policy making is too important to be disrupted by transition between administrations or delayed by an overburdened system." Testimony of Commissioner Fred Fielding before the Senate Oversight of Government Management Subcommittee (Sep. 14, 2004). The Commission recommended several reforms so "transitions can work more effectively and allow new officials to assume their responsibilities as soon as possible." The 9-11 Commission Report 422-23, quoted in Cong. Rec. S10008 (Sep. 30, 2004) (Sen. McCain). To implement these recommendations, Senators McCain and Lieberman introduced the text of section 7601 as an amendment; it passed on a voice vote. Cong. Rec. S10007 – 9 (Sep. 30, 2004).

The Act affects four aspects of Transition—

Security clearances for prospective transition team members;

Security clearances for candidates for national security positions in the Administration;

Senate consideration of candidates for high level national security positions.

Transmission of national security information from officials to the President-Elect;

See § 7601, Intelligence Reform Act of 2004, Pub. L. 108-458, 118 Stat. 3857 (Dec. 17, 2004).

SECURITY CLEARANCES FOR TRANSITION TEAM MEMBERS

The statute provides:

Each major party candidate for President may submit, before the date of the general election, requests for security clearances for prospective transition team members who will have a need for access to classified information to carry out their responsibilities as members of the President-elect's transition team.

. . . Necessary background investigations and eligibility determinations to permit appropriate prospective transition team members to have access to classified information shall be completed, to the fullest extent practicable, by the day after the date of the general election.

Section 7601(b) (codified at 50 U.S.C. § 435b note).

This provision was recommended by the 9-11 Commission. Report at 422.

The agency implementing this statute may require us to wait until Senator Obama accepts the Democratic nomination to submit requests under this provision. The term "major party candidate for President" could be read to only include persons who have been nominated by their party (who were previously candidates for the party nomination).

The statute does not define "prospective transition team members" or "who will have a need for access," apparently leaving that determination to the candidate. This may allow us to submit requests for a range of personnel whose transition work at least partially intersects with national security.

SECURITY CLEARANCES FOR ADMINISTRATION CANDIDATES

The Act provides:

(1) The President-elect should submit to the Federal Bureau of Investigation or other appropriate agency . . . the names of candidates for high level national security positions through the level of undersecretary of cabinet departments as soon as possible after the date of the general election[] . . .

(2) The responsible agency or agencies shall undertake and complete as expeditiously as possible the background investigations necessary to provide appropriate security clearances to the individuals . . . before the date of the inauguration . . . .

Section 7601(a) (codified at 3 U.S.C. § 102 note).

This provision was recommended by the 9-11 Commission. Report at 422. Senator McCain advocated for this provision because having "Defense Department, as well as other national-security-related positions, literally vacant for months and months and months . . . is really not an acceptable situation." Cong. Rec. S10009 (Sep. 30, 2004).

SENATE CONFIRMATION OF ADMINISTRATION NOMINEES

The Act also contains a Sense of the Senate addressing the confirmation process:

(1) [T]he President-elect should submit the nominations of candidates for high-level national security positions, through the level of undersecretary of cabinet departments, to the Senate by the . . . inauguration . . . and

(2) for all such national security nominees received by the date of inauguration, the Senate committees to which these nominations are referred should, to the fullest extent possible, complete their consideration of these nominations, and, if such nominations are reported by the committees, the full Senate should vote to confirm or reject these nominations, within 30 days of their submission.

Section 7601(b).

Instead of this provision, the 9-11 Commission recommended that the Senate "adopt special rules requiring hearings and votes to confirm or reject national security nominees within 30 days of their submission." Report at 422. While the Sense of the Senate statement in the Act is not binding, it may remind participants in the confirmation process of the risks associated with unnecessary delay. It could also be a powerful talking point.

TRANSMISSION OF INFORMATION

The Act provides that:

Activities . . . shall include the preparation of a detailed classified, compartmented summary by the relevant outgoing executive branch officials of specific operational threats to national security; major military or covert operations; and pending decisions on possible uses of military force. This summary shall be provided to the President-elect as soon as possible after the date of the general election.

Section 7601(a) (codified at 3 U.S.C. § 102 note).

This provision was recommended by the 9-11 Commission, report at 422, after it found that "the [Clinton-Bush] transition process didn't serve well in the briefing and handing over of important national security decisions from one administration to another." Fielding Testimony (Sep. 14, 2004).

Conclusion

The Intelligence Reform Act of 2004 encourages rapid placement of national security personnel in both Transition and the new Administration and requires immediate transfer of information from current Executive Branch officials to the President-Elect. The passages providing for early investigation of Transition and Administration personnel do not rigidly define who is eligible for this treatment.

APPENDIX 3.3

Romney Readiness Project Wave I position list

Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, Romney Readiness Project 2012: Retrospective & Lessons Learned (Charleston, SC: R2P, Inc., 2013), 102

Wave I Prioritization: 69 positions + 23 White House Support Positions

WAVE I-A (23)	WAVE I-B (23)	WAVE I-C (23)	WAVE I-D SUPPORT (23)
Chief of Staff	**Attorney General***	Deputy Secretary of Defense*	Hill Confirmations Liaison
OMB Director*	**Secretary of Agriculture***	Deputy Secretary of Homeland Security*	Chief of Staff to the Vice President
OMB Deputy Director (Budget)*	**Secretary of Commerce***	Deputy Secretary of State*	Chief of Staff to the First Lady
Economic Advisor	**Secretary of Defense***	Deputy Secretary of Treasury*	POTUS Personal Aide
Domestic Policy Advisor	**Secretary of Education***	Deputy Secretary of HHS*	POTUS Personal Secretary
National Security Advisor	**Secretary of Energy***	Deputy Attorney General*	COS Executive Assistant
Deputy National Security Advisor	**Secretary of HHS***	FDA Administrator*	DAP for Legislative Affairs (House)
White House Counterterrorism Advisor	**Secretary of Homeland Security***	Under Secretary for Domestic Finance (Treasury)*	DAP for Legislative Affairs (Senate)
Deputy Chief of Staff for Operations	**Secretary of HUD***	Under Secretary for International Finance (Treasury)*	Deputy Counsel to the President
Deputy Chief of Staff for Policy	**Secretary of Interior***	Under Secretary for Terrorism and Financial Intelligence (Treasury)*	Deputy Director of Communications for Production
Staff Secretary	**Secretary of Labor***	Assistant Secretary for Tax Policy (Treasury)*	Director of Media Affairs
White House Counsel	**Secretary of State***	Assistant Attorney General-Legal Counsel Office*	Deputy Press Secretary
Senior Advisor/Counselor for the President (0-2)	**Secretary of Transportation***	Assistant Attorney General-National Security*	Deputy Press Secretary
Communications Director	**Secretary of Treasury***	Council of Economic Advisors Chair	Deputy Director of Speechwriting
Legislative Affairs Director	**Secretary of Veterans Affairs***	Solicitor General*	Director of Political Affairs
Strategic Initiatives and External Affairs Director	**EPA Administrator***	CFTC Chair*	Director of Public Liaison
Press Secretary	**SBA Administrator***	FTC Chair*	PPO Deputy Director
Chief Speechwriter	**United Nations Representative***	SEC Chair*	Advance and Operations
Presidential Personnel Director	**U.S. Trade Representative***	FDIC Chair*	Appointments and Scheduling
[Deputy COS for Policy and Cabinet Operations]	CIA Director*	FHFA Director*	Management and Administration
[Cabinet Liason]	Director of National Intelligence*	Director, Bureau of Consumer Financial Protections*	Social Secretary
[Deregulation Coordinator]	FEMA Administrator*	National Credit Union Administration Chair*	Visitors Office Director
[Governor's Liaison/Director Office of Federalism]	CMS Administrator*	Financial Stability Council Independent Member*	WH Military Office Director

Bold = Cabinet-level appointment * = PAS [ ] = Provisional position

APPENDIX 3.4

Draft checklist for screening potential presidential appointees

Source: Steptoe & Johnson and Allen & Overy

SECTION 1—TAX RETURNS AND TAX RETURN PREPARATION			
a.	Have you ever been audited for taxes?	☐ YES	☐ NO
b.	Have you ever paid taxes late?	☐ YES	☐ NO
c.	Have you ever paid any tax-related penalties?	☐ YES	☐ NO
d.	Have you ever had a tax lien?	☐ YES	☐ NO
e.	Do you have an accountant who prepares your tax returns?	☐ YES	☐ NO
SECTION 2—SALARY AND BONUSES			
a.	Have you received bonuses in the last two years?	☐ YES	☐ NO
	When are bonuses normally paid?		
b.	Is it possible that will receive a bonus upon departure?	☐ YES	☐ NO
c.	Do you receive K-1's?	☐ YES	☐ NO
SECTION 3—EXECUTIVE COMPENSATION ARRANGEMENTS			
1.	Do you have any executive compensation arrangements?	☐ YES	☐ NO
	Complete the following if you responded "YES"		
a.	Do you hold any compensatory stock options, phantom stock, restricted stock, or other equity compensation?	☐ YES	☐ NO
	If so, please describe:		
b.	Do you anticipate accelerated vesting upon departure?	☐ YES	☐ NO
c.	Do you hold any carried interests or profits interests?	☐ YES	☐ NO
	If so, please describe:		
SECTION 4—HOUSEHOLD EMPLOYEES AND OTHER SERVICE PROVIDERS			
a.	Do you pay any individuals, whether as employees or otherwise as service providers, to work in our home or for you personally (nannies, housekeepers, tutors, gardeners, drivers, etc.)?	☐ YES	☐ NO
b.	Have you ever employed or otherwise engaged as source providers any of the categories of individuals in paragraph (a)?	☐ YES	☐ NO
	If you responded "YES" to (a.) or (b.):		
	Names of service providers:		
	Types of services provided:		
c.	Have you verified that each employee or service provider is or was authorized to work in the U.S.?	☐ YES	☐ NO
d.	Do you have any W-2's, Schedule H's, 1099's, or I-9's for the employees or other service providers?	☐ YES	☐ NO
SECTION 5—SPEECHES AND PUBLICATIONS			
a.	Have any of your speeches or publications ever generated public controversy?	☐ YES	☐ NO
	If so, please describe:		

b.	Have any of your public appearances been recorded (e.g., YouTube)?	☐ YES	☐ NO
	If so, please describe:		
SECTION 6—INVESTMENT INFORMATION			
a.	Names of banks, etc. for all bank accounts (including checking, money market, savings) for yourself and spouse		
b.	Have you made any FBAR filings?	☐ YES	☐ NO
c.	Do you have any investment accounts other than bank accounts?	☐ YES	☐ NO
	If so, please list names of financial institutions in which you have investment/brokerage accounts:		
d.	Do you own any investments other than mutual funds, stocks and securities?	☐ YES	☐ NO
	i. Private equity investments?	☐ YES	☐ NO
	ii. Hedge funds?	☐ YES	☐ NO
	iii. Real estate investments?	☐ YES	☐ NO
	iv. Derivatives or similar holdings (e.g., call options, short positions)?	☐ YES	☐ NO
	v. 529 Savings Plan?	☐ YES	☐ NO
	vi. UTMA accounts?	☐ YES	☐ NO
e.	Are you a grantor, settlor, beneficiary or trustee of any trust?	☐ YES	☐ NO
f.	Is your spouse or any child a beneficiary of a trust?	☐ YES	☐ NO
SECTION 7—LIABILITIES			
a.	Do you have any mortgages?	☐ YES	☐ NO
	If so,		
	Name of lender:		
	Location of property:		
	Location of property:	State:	
b.	Have you co-signed a loan for anyone?	☐ YES	☐ NO
c.	Have you ever defaulted or been in arrears on a mortgage or any other debt?	☐ YES	☐ NO
d.	Do you have any other liabilities, other than mortgages or credit card debt?	☐ YES	☐ NO
SECTION 8—LITIGATION			
a.	Have you ever been involved in any litigation either directly or as an officer or director of a company?	☐ YES	☐ NO
	If so, in what capacity (plaintiff, defendant, witness, export, etc.)?		

"A presidential candidate runs on ideas; the transition's policy team figures out how to make them happen."

Ted Kaufman
Former U.S. Senator (D-DE)

CHAPTER 4

Policy Implementation

It is the job of the presidential transition policy team to prioritize the major issues and campaign promises that a candidate ran on, and to lay the groundwork so that these policies can be implemented once the president-elect takes office. The policy team has six main activities it must undertake during the transition process, each with its own specific timeline. Policies must be prioritized and built into a formal policy agenda and implementation plan for the new president's first 100 to 200 days and the first year of the administration. During the formal handover phase, the policy team must handle special interests and outside stakeholders, develop a budget to support the major policy initiatives and review how the prior administration's executive orders or regulatory actions will affect the candidate's policy priorities.

The transition team will need to coordinate closely with the campaign staff that helped the candidate develop his or her policy priorities. In some circumstances, a campaign may elect to have those working on policy continue with planning its implementation during the transition phase. Clear lines of responsibility will benefit both the transition and campaign staffs and contribute to early policy success for the new president.

Policy versus agency review

Although the roles of the policy and agency review teams are integrally linked, the policy team has a distinct set of responsibilities. Unlike the agency review team, which looks at each agency separately to explore the work they are doing and inform incoming leadership, the policy team must focus on developing the broad policy platform of the incoming administration, and coordinate activities across multiple agencies and actors to ensure that the candidate's policies are implemented. Nevertheless, the policy and agency review teams must share information throughout the transition. In the Bush 2000 transition, this meant actually housing the agency review team within the larger policy team. During Obama's 2008 transition, the two teams were separated, but some high-level experts served on both. This included policy advisors like Michèle Flournoy, who led the Department of Defense agency review team but also participated in the national security policy working group. This facilitated coordination and information sharing between the two groups. The Romney Readiness Project linked its department and agency review group to the policy and strategy council through four themed task forces that would ultimately synthesize the products of both teams into larger, overarching content that would inform Romney's 200-day plan.[31] By the end of the formal transition phase leading up to the inauguration, the intent was for the two teams to work closely to develop policy strategies tied to particular agencies and positions, leading to an increased interdependence and cooperation between the teams.

Timeline and milestones

The focus of the policy team changes significantly over the course of the transition. Policy teams need to develop strategies for the candidate's agenda well before the election and should coordinate closely with other teams, including the congressional affairs staff, to begin communicating those policy priorities and laying the necessary groundwork for action. Because of the uncertainty surrounding election outcomes, strategy options should be developed and adapted to the likely outcomes of the congressional races and subsequent decisions regarding congressional committee assignments and leadership elections.

In addition, the policy team should start early to collect the candidate's policy speeches and statements. The candidate's policy positions and priorities will form the basis of the structure and organization of the policy team, and will serve as a guiding document for planning both the handover phase and the early days of the new administration.

Both the Bush and Obama transitions developed catalogues of campaign policies and promises. In the early months of Bush's 2000 transition, which began in June 1999, the campaign's deputy policy director Gary Edson, began compiling policy work from the campaign trail (in July 2000, and again just before the election). By gathering these documents early, the policy team went into the formal transition phase able to focus immediately on planning and execution. Coordinating this work with the campaign will avoid duplication of effort.

31 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 78.

In the lead-up to the election, a proven model is for the policy team to form subgroups focused on particular policy areas. In 2000, for example, the Bush team developed a calendar for the first 100 days of the administration detailing the schedule for various policy rollouts. While policy was generated by the campaign and maintained in the form of the policy "compendium," smaller groups were dedicated to individual issue areas and developed calendars and ideas for specific legislation. Education reform was a priority for then-Gov. Bush during the 2000 presidential election, and his education team, including future Secretary of Education Margaret Spellings, developed a calendar to list and sequence the public events, meetings, legislation and executive orders that would advance his education policy agenda. Charts detailing the structures of the Obama and Romney policy teams are included on page 90 of this chapter.

After an election, most policy teams will have grown to incorporate additional subject experts and members of the campaign staff. At this stage, the team should focus on developing formal policy tools, including the presidential budget and the first executive orders and regulations, and on bringing in additional top subject matter experts, some of whom may be selected to serve on the White House staff or within the Cabinet and federal agencies. During the transition, the incoming Bush team set up a policy body devoted specifically to the budget.

Relationship between the campaign and the transition team

There are a variety of approaches to structuring the relationship between the campaign and the transition team on policy development. The approach chosen by the Romney Readiness Project ensured that all policy initiatives originated with the campaign in Boston based on Romney's public statements. The transition itself was charged with tracking these policy commitments in close coordination with the campaign headquarters and making the necessary preparations to implement them. Michael Leavitt, chairman of the Romney Readiness Project, took exceptional care to ensure that no "policy entrepreneurs" within the transition were focusing on their own policy agenda over that of Romney.[32]

The 2008 Obama transition team followed a similar model. It worked to catalogue the candidate's campaign promises to help sketch the outlines of proposed administration policies that could be implemented after the election. The idea was to prepare a menu of options that would guide the post-election team and ensure that the president's policies would be consistent with what was said on the campaign trail.

Bush's approach in 2000 blurred the lines between the campaign and the transition team with regard to policy, with some campaign advisors generating policy on the campaign trail and then building a post-election implementation strategy. This ensures that policies are developed in a comprehensive manner, with an eye toward eventual legislation or executive action.

32 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 11.

MAJOR ACTIVITIES IN POLICY PRIORITIZATION

Catalogue key campaign issues and promises

One of the first tasks of the policy team in the early phase of the transition is to build a compendium of major campaign policies and promises. This should serve not only as a public relations document, helping to communicate the major positions and actions of the candidate, but also ideally as a governing document, directly influencing how the policy team focuses its efforts, deploys resources and personnel, and ensures accountability. This compendium, often referred to as a "promises book," will help the transition team keep track of the smaller issues and positions expressed by the candidate and serve as a starting point for translating and incorporating these positions into actual policies (see appendix 4.1).

In 2012, the Romney policy teams placed less emphasis on compiling promise books, instead using the key policy priorities distilled in Romney's "general instructions" to direct their work (see appendix 4.2). Each policy team was given a charter that laid out the expected timeline, objectives and deliverables (see appendix 4.3).

Identify top policy priorities

The policy team's work is driven by the vision, promises and policies of the candidate, and the team should make sure that it is aligned with the candidate and campaign as it develops the agenda for the administration's first 100 and 200 days. The policy priorities will determine everything from the internal structure of the policy team to the actual scheduling of the president-elect's time during the post-election transition phase. This prioritization also will influence how resources and personnel are deployed within the policy team and which senior positions are prioritized for security clearances and appointment. The prioritization process needs the participation of the transition chairman and top campaign advisors to ensure alignment with the candidate's goals and public statements, and in recognition of the political, economic and security climates that help drive policy choices and their relative priority. For example, in early 2009, the financial crisis required immediate intervention by the new administration and forced President Obama to prioritize passage of economic stimulus legislation over health care reform and other domestic policy objectives.

TAKE A CROSS-AGENCY OR ENTERPRISE VIEW FOR POLICYMAKING

The federal government historically has been structured with each department and agency having its own mission, but many of today's critical challenges require the collective action of multiple agencies and, in many instances, the engagement of local, state and international partners in the public and private sectors. Our government must take a more coordinated, multiagency, whole-of-government approach—in other words, an enterprise approach—to the nation's most difficult problems. Such coordination across agencies will result in more effective policy implementation, and reduce fragmentation, overlap and duplication of effort. Transition policy teams should avoid operating in silos, and should identify priority issues that will require cross-agency collaboration and include plans that will bring agencies together to accomplish the new administrations goals. Agency review teams also should identify opportunities for cross-agency cooperation as well as the sticking points that have prevented collaboration in the past.

Establish policy working groups

Most transitions organize policy teams into working groups focused on particular policy areas. The relative priority of different policy goals will determine the number and size of each policy working group and the level of resources devoted to each. These working groups should be separate from the agency review staff, but some overlap is expected and can help facilitate coordination between teams.

Structurally, George W. Bush's 2000 campaign policy team was divided into a number of core working groups focused on broad categories, including national security, economic policy and domestic policy. There also were working groups focused on the federal budget and executive orders and regulatory review. These teams essentially carried over into the transition phase.

Obama's 2008 transition team had seven different policy working groups to focus on the top priorities of the administration. These included working groups on the economy, education, energy and the environment, health care, immigration, national security and technology, and government reform. Each working group included approximately 10 members, with a chairperson who sometimes went on to serve in the administration. The energy and environment working group, for example, was chaired by former Environmental Protection Agency Administrator Carol Browner, who later served as director of the White House Office of Energy and Climate Change. The technology working group was headed by Julius Genachowski, who became the chairman of the Federal Communications Commission. Jeanne Lambrew, who led the health care working group, was selected by Secretary of Health and Human Services Kathleen Sebelius to lead the department's Office of Health Reform.

Each working group was tasked with producing a paper prior to Election Day which included a brief background discussion on the topic area; an outline of the candidate's strategic objectives for the first 180 days of the new administration; a section detailing key decisions for the candidate to make, including multiple options with pros and cons for each, during both the transition period and the first 100 days; and a section discussing potential actions to take during the transition and first 100 days with pros and cons.

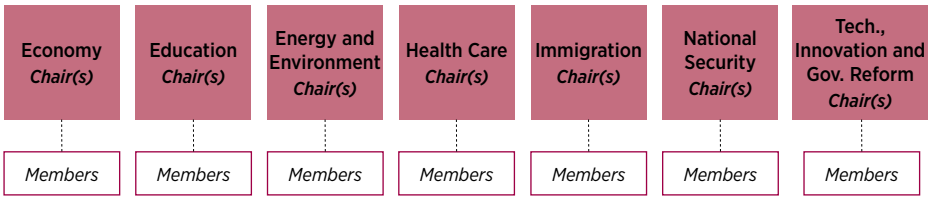
The Romney transition team created five policy working groups that focused on the economy, health care, deficit reduction, foreign affairs and federal regulations. These working groups reported to a policy and strategy council led by Tim Adams, a former Treasury Department official in the George W. Bush administration.

Decide how to manage special interests

After the election, the transition can expect a surge in interest from the policy communities. All transition teams face the challenge of dealing with these special interests who have knowledge and a point of view, and seek input into policy work. Gathering their input in a way that makes them feel valued and included, but does not distract from the transition team's work, is important. Transition teams have approached this issue in different ways, sometimes with unintended negative consequences.

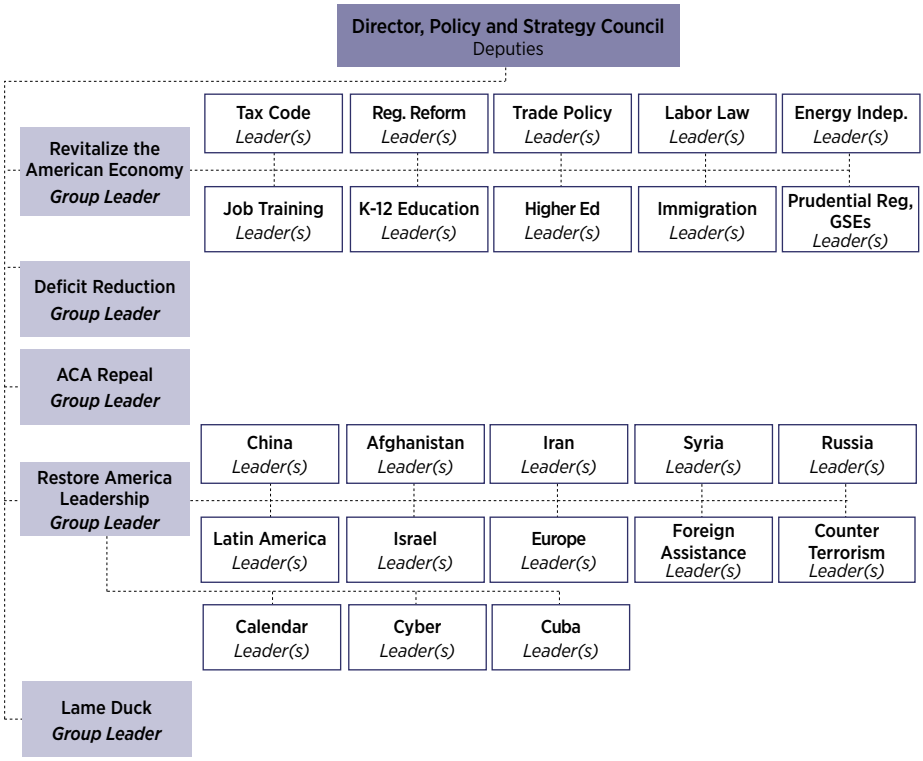
The Obama 2008 transition welcomed input from special interests via its website, used as a forum to solicit ideas and seek participation by the public and interested parties. However, consistent with its campaign prohibition

Working group structure for Obama



Source: Boston Consulting Group Analysis

Working group structure for Romney



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 56.

against accepting lobbyists' financial contributions, the transition team prohibited registered lobbyists from working on the transition team or serving as a presidential appointee, which excluded many otherwise qualified and experienced individuals from serving in the new administration.[33] Shortly after the election, the transition announced it would allow lobbyists to participate in the transition as long as they did not work on similar issues, and after taking office, the administration began granting limited numbers of waivers to nominees needed for critical roles who would otherwise have been excluded from serving by the lobbyist ban. While the ethics pledge was an attempt to raise the ethical standards and avoid conflicts of interest, some Obama officials have acknowledged that the ethics rules in some instances had the unintended consequence of handicapping the ability of the new administration to fully tap experienced personnel for key roles.

The Bush 2000 transition team took a different approach, forming advisory groups for each major policy area. Individuals with knowledge of the policy issues were welcome to participate in the groups, which were managed by an outreach team. Groups were able to offer input, but regular meetings and deliverables were discouraged and participants were prohibited from contacting members of the policy or agency review teams directly. This allowed the agency teams to operate freely, while providing an outlet for the many external policy experts, constituencies and well-wishers who wanted to help.

The Romney team planned to follow a similar approach. The Readiness Project established a "Central Leadership Team" directly under the Project's director of personnel, Jamie Burke. The team was made up of supporters, donors and lobbyists who wanted to share their expertise and play a role in the Readiness Project. This approach allowed these individuals to have a voice while still being kept separate from the teams themselves. Chairman Mike Leavitt viewed the members of the central leadership team as deployable assets who could provide knowledge and expertise. The Readiness Project found that they did not have enough for this group to do, and in retrospect would like to have engaged them later in the process when the work began to ramp up.

Develop a presidential budget

A major task of the policy office is to begin laying the groundwork for the first presidential budget, which is essentially the first significant comprehensive policy document released by the new administration. Due to the Budget Enforcement Act of 1990, the president's budget is required to be submitted not later than the first Monday in February, meaning that an outgoing president can wait for his successor to submit a budget. However, the past three outgoing administrations submitted to Congress transition budgets which included a baseline and historical data, and that set the stage for the next administration's budget submission.[34]

The need for the incoming administration to develop a comprehensive and complex economic and budgetary blueprint in a short period of time re-

33 Helene Cooper and Jeff Zeleny, "Obama's Transition Team Restricts Lobbyists' Role," *The New York Times,* November 11, 2008. Retrieved from nyti.ms/1PL5KHd.
34 Michelle D. Christensen, Congressional Research Service, *Submission of the President's Budget in Transition Years*, May 17, 2012, 5. Retrieved from bit.ly/1PfSTtN.

quires a high-powered team with significant experience. For this reason, it is critical that the president-elect select a budget and policy staff early to prepare the budget submission. The Office of Management and Budget (OMB) career staff is well prepared and motivated to help the president-elect's team translate priorities into a new budget. This will be one of the new administration's first opportunities to work with the nonpartisan civil servants who serve with expertise and dedication across the federal government.

Because it is unlikely that all Cabinet and subcabinet officials will be confirmed by the time the budget is scheduled to be submitted in February, having a budget team in place will allow the administration to move forward with the help of OMB's career staff.[35] This budget team should be sure to make use of information collected by the agency review teams (see appendix 5.3). The past several administrations have not met the February statutory budget submission deadline. In each of these cases, the new president has submitted a message to Congress "regarding the general contours of their economic and budgetary policies."[36] New presidents have also used their first speech to a joint session of Congress[37] to give insight on their budget priorities and how those reflect promises made during the campaign.

During the Bush 2000 transition, John Cogan and future OMB Director Mitch Daniels developed a "shadow" budget aligned with the size and resources of the various components of the transition team. Working from President Clinton's fiscal 2001 budget, which was submitted in February 2000, the Bush transition team then developed a revised budget that matched the established policy priorities, ensuring sufficient resources went to priority areas. Preparing a budget as soon as possible also serves as a source of important guidance to the policy teams and future Cabinet members. As part of this process, Daniels sat down with representatives from each OMB management office to get their views. He also made a point of engaging and being respectful of the career staff, listening to what they had to say before making final decisions.

Management agenda

Presidents champion policies and seek to shape the direction of the nation. Yet they often fail to appreciate the direct link between the success of their administrations and the need for sound management and capable people who will implement their important policies and programs. Upon taking office on Jan. 20, 2017, our next president will become CEO of the world's largest and most complex organization, overseeing 4 million employees and an annual budget of nearly $4 trillion.

35 Martha Joynt Kumar, "Getting Ready for Day One: Taking Advantage of the Opportunities and Minimizing the Hazards of a Presidential Transition," *Public Administration Review* 68, no. 4 (2008), 610, accessed October 29, 2015, doi: 10.1111/j.1540-6210.2008.00902.x.

36 Michelle D. Christensen, Congressional Research Service, *Submission of the President's Budget in Transition Years*, May 17, 2012, 4. Retrieved from bit.ly/1PfSTtN.

37 A new president may call his or her first speech to a joint session of Congress a "State of the Union" address, but President Kennedy was the last president to do so. n.pr/1SAV3JL.

EXHIBIT 2
147

Ready to Govern budget module: Fiscal 2015 process and timeline

Source: Peterson Foundation

MANAGING THE CENTER OF GOVERNMENT

The Office of Management and Budget (OMB) is the only executive branch agency with a government-wide perspective and responsibility regarding the federal budget and the administration's management and policy agendas—three issues critical to a successful presidency.

OMB is a small agency with only about 400 employees, most of them career staff with exceptional knowledge and expertise. Yet despite its size, it plays a giant role in the management of our government. OMB is responsible for the federal budget, ensures agencies are in alignment with the president's priorities and statutory direction, reviews proposed regulations, drives management reform and promotes the effectiveness and efficiency of government programs.

In addition, OMB promotes cross-agency collaboration to improve the government's capacity to tackle complex policy challenges. It oversees multiple cross-government councils, such as the Chief Information Officers Council and the President's Management Council, and serves as an integral member of numerous other councils responsible for informing and integrating policy development and execution across government.

Presidential transition teams should be thinking carefully about how OMB can be used most effectively to achieve a new administration's goals. This includes a focus on who will hold top jobs, how it is organized and staffed, its ability to drive government-wide approaches to solving problems, the relationship of the president's budget to the president's management agenda, its capacity to drive innovation across government, and how the relatively small staff, most of whom are career employees with many years of experience, will be used to help the new team navigate the process and overcome barriers to policy implementation.

During the pre-election phase, the transition should confer with outside experts and former OMB officials to understand how the organization operates and consider possible changes (in structure, role or mission) to enhance OMB's capacity to lead effective policy implementation and promote management improvement across government. During the post-election period, transition teams can work directly with the OMB staff, placing an emphasis on the new administration's budget proposal and on preparing to implement a robust management agenda across government that builds on what already works and strengthens our government's ability to serve the American people.

Every presidential administration has experienced both management successes and unexpected management failures, some of which have created political firestorms, set back policy initiatives or undermined public confidence in our government. For example, the inadequate emergency response to Hurricane Katrina, which devastated New Orleans and much of the Gulf Coast in 2005, led to increasingly negative public perceptions of President George W. Bush's performance and government's overall competence. In the fall of 2013, the botched rollout of Healthcare.gov, the online portal for President Obama's signature domestic policy initiative, reinforced the perception that government and its leaders cannot get things right, and slowed down the launch of the initiative.

A focus on management by the White House and executive branch agencies will be essential for the new administration to successfully implement its policy goals, reduce the risk of costly missteps and build public confidence in the federal government's ability to serve our nation.

The transition teams should develop a management agenda that:

- Links management to the successful execution of policy objectives
- Recognizes management experience as a key requirement in selecting appointees
- Strengthens the capacity of the federal government to achieve mission objectives
- Builds upon management successes and initiatives already underway
- Reduces the risk of operational and policy implementation failures

Through the development of a management agenda, the transition team can identify actions to strengthen the new administration's capacity to address key challenges facing our country. The team should first clarify management objectives and then create a clear plan for executing the agenda within the complex federal environment.

To design the management agenda, the transition should consider designating someone with extensive senior-level experience in federal agency or government-wide management. Management is at the nexus of policy, agency review and appointments, and it is important that the management agenda—and the associated team—be closely connected to the work of the transition policy team, the agency review teams and the appointments team.

The transition may choose to structure a management-focused team in different ways. The 2008 Obama transition organized a Technology, Innovation and Government Reform (TIGR) Policy Team, which was responsible for developing a comprehensive and multidimensional agenda that included management reforms. This team, consisting of about 30 people, was tasked with thinking through cross-cutting management and related issues that affected multiple agencies government-wide. Several members of the TIGR team also had roles on other transition groups, and have reflected upon how valuable it was to have the perspective afforded by working across multiple groups.

In 2012, Robert Shea, head of the Office of Personnel Management and Management Review Team for the Romney campaign, was asked to lead development of a management agenda for a Romney administration. Shea had been an integral part of the OMB management team in the George W. Bush administration. His review team was housed within the budget group and organized into five areas: finance, information technology, procurement, performance and human capital, a structure that roughly tracked the primary challenges to government-wide performance and management identified by the Government Accountability Office in a series of reports in the late 1990s.[38]

However the management function is organized, the transition team should design the structure of the organization in such a way as to integrate and incorporate management into the other key areas of the transition. Doing so will signal the importance of effective management to achieving the president's priorities and will help get the administration off to a strong start, while avoiding management pitfalls throughout the president's term.

38 GAO, *Major Management Challenges and Program Risks: A Government-wide Perspective*, GAO/OCG-99-1, January 1999. Retrieved from 1.usa.gov/1kNdHjZ

Modern challenges require new approaches to managing the federal government. The five cross-cutting areas that transition teams should consider for inclusion in a management agenda are:

DEVELOPING AND MANAGING EXECUTIVE TALENT IN GOVERNMENT

Focusing on strengthening federal senior leadership, including political appointees and career executives, and enhancing their collaboration.

ENHANCING AN ENTERPRISE APPROACH TO GOVERNMENT IN ORDER TO MORE EFFECTIVELY ACHIEVE MISSION OUTCOMES

Strengthening governance, improving collaboration and using enterprise frameworks to build capacity to achieve cross-agency goals, improve operations and lower costs.

HARNESSING INNOVATION TO IMPROVE OUTCOMES AND PRODUCTIVITY

Creating and sustaining innovation to drive better customer service and improve outcomes.

STRENGTHENING DECISION-MAKING PROCESSES

Creating the capacity to enhance analytics and decision-making through strategic planning, integrating existing program evaluation, risk management, analytics and benchmarking capabilities.

GETTING IT DONE IN GOVERNMENT

Utilizing the full set of operational and change management levers available to leaders and implementing new governance and collaboration structures to deliver real change in the federal government.

Implementing good management to achieve outcomes starts with talent. Transition teams can identify those appointee roles that require strong management experience and make appointments accordingly. Leadership teams in departments and agencies can be intentionally constructed to provide complementary skills such as management experience, policy expertise and political and stakeholder relationships. As part of a management agenda, the transition team can also provide guidance to incoming agency leaders on creating high-performance leadership cadres, and on how to establish strong working relationships with the senior career executives who will ultimately be responsible for policy and operational execution.

Transition teams should identify "enterprise government" initiatives that cut across departments and agencies. For example, the Obama administration's initiative to end veterans' homelessness required coordinated efforts between the Department of Housing and Urban Development and the Department of Veterans Affairs. The transition team should look at existing legislative frameworks and processes that must be followed—but can also be harnessed in support of achieving administration priorities. Enactment of the GPRA Mod-

ernization Act of 2010,[39] for example, changed the timing for agency strategic planning requirements to better align with presidential terms, and promoted interagency cooperation to address cross-agency priority goals. Transition teams would be best served by leveraging ongoing processes and frameworks to implement their strategic management and performance priorities.

Likewise, when it comes to management initiatives, the transition team should repurpose and rebrand, but not start over. New administrations almost always assume that their management approach must be different from that of the previous administration, and that the existing initiatives and structures cannot be adapted. But history shows that agencies have invariably made positive progress on which to build, even when party control changes from one administration to the next (for example, the e-government agenda of the Bush administration in 2001 built on successes made at the end of the Clinton administration).

It is also critical to get top management officials in place early in a new administration. President Obama initially nominated Nancy Killefer as his OMB deputy director for management and as the first federal chief performance officer, but she withdrew her nomination in February 2009 over personal tax issues. It was more than two months before the president nominated Jeff Zients for the position, and he was not confirmed until mid-June, six months into Obama's presidency. This delay created difficulties for OMB career officials, who were left in charge of government management without political leadership. Political scientist Martha Kumar argues that continued turnover and extended vacancies in OMB's leadership were detrimental to government management throughout Obama's presidency.[40]

The management transition team and top incoming appointees need to develop relationships with career management personnel and learn about the existing government management and performance framework. One former career executive at OMB recalls Bush transition team representative Mitch Daniels (who would go on to serve as President Bush's first OMB director) sitting down with representatives from each OMB management office during the 2000 transition to get their views, a well-received practice that future teams should repeat. Another OMB career executive cautions that rapid changes in direction between administrations have the potential to breed cynicism among career employees, reinforcing the need for a thoughtful approach to understanding and building upon existing processes and frameworks.

Transition teams should also consider strategies to achieve buy-in from key stakeholders when developing and implementing a management agenda. For example, the Bush administration developed an Executive Branch Management Scorecard that was used to grade agencies on how they performed in specific management reform areas, which it published quarterly.[41] However, its effectiveness was limited due to opposition by some federal employee unions

39 Public Law 111-352, January 4, 2011.
40 Martha Joynt Kumar, *Before the Oath: How George W. Bush and Barack Obama Managed a Transfer of Power*, (Baltimore: Johns Hopkins University Press, 2015), 154-155.
41 These scorecards can be found at l.usa.gov/1OBcqZe.

and members of Congress, who advanced policy riders meant to hinder parts of the president's proposals. The need to obtain early buy-in from Capitol Hill and engage outside stakeholders is a key lesson from the experience.

Sound management is a key enabler with a major impact on how successfully an administration is able to execute its policy and reform priorities. Many decisions will await the incoming president and his or her team, from choosing the cross-cutting areas (e.g., managing executive talent and driving innovation) and functional areas (e.g., IT and acquisition) to emphasize, to establishing milestones, engaging the central management agencies (e.g., OMB) and partnering with stakeholders. This important work needs to start early in the transition, with a dedicated team.

Review outgoing administation's regulations and executive orders

It is the responsibility of the policy team to review whatever regulatory or executive actions are coming through the pipeline during the transition phase and to develop a plan to halt or reverse anything contrary to the new administration's priorities. This not only includes those regulations issued in the final days of the outgoing administration, but any other rules or administrative changes that may be working their way through the system in its final months.

Federal law ordinarily mandates a 60-day delay for "major" rules before they take effect, and a 30-day waiting period for "non-major" regulations that do not have major policy significance or that will have less than a $100 million annual effect on the U.S. economy.[42] For this reason, some outgoing administrations have tried to publish new regulations on November 21—60 days before the presidential inauguration on January 20.[43]

The working group of George W. Bush's policy team responsible for executive order and regulatory review tracked, analyzed and, when necessary, prepared to stop newly issued regulations and executive orders announced by the Clinton administration—including the 22 executive orders published in the final two months of the administration.[44] Eight years later, on May 9, 2008, Bush Chief of Staff Josh Bolten sent a memorandum to agency leaders attempting to limit the issuance of "midnight regulations" by requiring all new rules to be proposed by June 1, 2008, and issued by November 1, 2008 (memorandum available at presidentialtransition.org). However, there were exceptions made to this requirement, and some regulations were published later.[45]

Alternatively, the policy team should plan to look for regulations and executive orders that may either advance the new administration's agenda, or that address issues that the new administration does not want unresolved and which it can help push through the rulemaking process.

42 The White House, *Presidential Documents (Executive Order 12866)*, October 4, 1993. Washington, D.C.
43 Peter Overby, "Bush Hits Deadline For 'Midnight Regulations,'" National Public Radio Morning Edition, November 21, 2008. Retrieved from n.pr/1SAV8NI.
44 Martha Joynt Kumar, "Getting Ready for Day One: Taking Advantage of the Opportunities and Minimizing the Hazards of a Presidential Transition," *Public Administration Review* 68, no. 4 (2008), 609, doi: 10.1111/j.1540-6210.2008.00902.x.
45 Martha Joynt Kumar, "The 2008-2009 Presidential Transition Through the Voices of Its Participants", *Presidential Studies Quarterly* 39, no. 4 (2009), 842, doi: 10.1111/j.1741-5705.2009.03712.x.

EXHIBIT 2
153

The policy team, in cooperation with legal counsel, also should begin drafting the first executive orders and directives for the new president to issue upon taking office. These should reflect the president-elect's top policy priorities, tee up the major initiatives of the administration's first months in office and help build momentum for the administration's agenda. President Obama was aggressive in this regard, issuing executive orders and presidential memoranda on a range of issues, including ethics standards, labor regulations and Guantanamo Bay. He issued nine executive orders and nine presidential memoranda in his first 10 days.[46]

The policy team plays a critical role in coordinating a president-elect's formal policy platform and creating the structure through which those policies will be further developed and implemented upon taking office. This requires tracking major policy issues; developing policy, budget and advisory working groups during the handover process after the election; and reviewing and preparing executive orders for the first 100 days after the inauguration.

46 Ibid., 831.

POLICY IMPLEMENTATION

Action Items

Pre-election:

- ☐ Align with candidate and campaign to identify top policy priorities.
- ☐ Catalog campaign policy promises into "promises book" to outline proposed administration policies and serve as the basis for designing an implementation strategy around policy agenda for the administration's first 100 to 200 days in office.
- ☐ Establish policy working groups in order to develop actionable strategy for implementing the proposed administration's policy agenda.
- ☐ Develop a management agenda to strategically address cross-cutting management issues and operational challenges that could affect the new administration.

Post-election:

- ☐ Work with OMB career staff to develop a presidential budget aligned with president-elect's policy priorities.
- ☐ Review the outgoing administration's regulatory or executive actions currently in the pipeline and develop a plan to halt or reverse anything contrary to the new administration's priorities.
- ☐ In cooperation with legal counsel, begin drafting the first executive orders and directives for the new president to issue upon taking office.
- ☐ Refine the cross-cutting management agenda.
- ☐ Finalize 100- or 200-day implementation plans for key policy priorities.

APPENDIX 4.1

Obama Guide for Promise Books

Source: Obama-Biden Transition Project documents

MEMORANDUM

To: Interested parties
Re: Obama Promise Book Project
Date: September 4, 2008

Thank you for your willingness to help on the promise book project. This memorandum details the general approach we have been following to compile "promise books" for discrete policy areas. The purpose of a promise book is to catalog all of the pledges, promises, proposals, and other commitments that Sen. Obama has made in a particular policy area. They will be of crucial importance going forward, and we greatly appreciate your assistance.

Formatting

We have used Microsoft Word to prepare an outline-style document for each policy area. A sample is attached. The major features of the document that should be included are:

- *An "overview" section*. At a minimum, this section should describe all of the time-sensitive commitments made regarding your policy area. It should include: any appointments that Sen. Obama has pledged to make; any new positions, programs, offices, agencies, or other entities that he has promised to create; and anything that he has committed to do "immediately" or within the first 100 days of his administration.
- *Sections for each discrete sub-area.* You should use your discretion to organize the document in a way that makes sense to you and is readable. Some policy books may focus on narrow policy areas that do not need to be divided into sections. Most will be much larger, and it will make sense to break them into sections and sub-sections. So, for example, the health care promise book might include a section for Medicare, a separate section for proposals related to the uninsured, etc.
- *A comprehensive list of all the sources reviewed*. This list should include every document that you examined, even if you did not ultimately include anything from it in the promise book.

Sources

In searching for promises you should consult the following sources:

- "Fact Sheets" from the Obama campaign. These are generally short documents that summarize Sen. Obama's proposals in a given area. A few of them are available by going to the relevant "issues" page at www.barackobama.com. But for the most part you will have to obtain them from us electronically. In some policy areas there will be numerous fact sheets that are very repetitive. It is still important to review every fact sheet to catch any new details added to a proposal.
- Responses to questionnaires prepared by the Obama campaign. The Obama campaign has responded to scores of questionnaires by newspapers, unions, and other groups over the course of the campaign. These responses usually repeat the policy proposals set out in the fact sheets, but often expand on those proposals and contain new promises and commitments. Be careful to review all of the questionnaires that are sent to you, even if it seems unlikely that the group that created the questionnaire would be interested in your policy area. Questionnaires are often broad-ranging. For example, the questionnaire created by AFSCME included questions on national security, campaign finance, education, health care, and immigration. Finally, if you come across multiple iterations of a response to a questionnaire, please use the most recent, final version.

- Speeches by Senator Obama. You should review all of the speeches that may touch on your area. The speeches are available at http://www.barackobama.com/speeches/index.php and http://obama.senate.gov/speech/.
- Press releases and statements by the campaign or senate office. You should review all of the press releases from the campaign that might touch upon your policy area. These are available at http://www.barackobama.com/newsroom/press/ and http://obama.senate.gov/press/.
- Debate transcripts. The transcripts for most of the primary debates are available online. Links to the transcripts are available at http://en.wikipedia.org/wiki/Democratic_Party_(United_States)_presidential_debates,_2008.
- Legislation. You should include all bills and amendments from the 110th and 109th Congress that were introduced by Sen. Obama and are relevant to your policy area. You can find this information at http://thomas.loc.gov. You should include only those bills and amendments where Sen. Obama was listed as a sponsor, and omit bills and amendments where he was merely a co-sponsor. (There is one exception to this rule. If Sen. Obama has committed to "pass," "enact," or "sign into law" a piece of legislation in a fact sheet, questionnaire, or other document, you should include that legislation even if Sen. Obama was not the lead sponsor.)
- News reports, interviews, etc. If you have access to Lexis-Nexis or Westlaw, please do a search of major newspapers to try and find promises or statements related to your policy area that were not included in the above documents. If you are aware of any other sources containing relevant promises, please include them as well.

What to Include

What qualifies as a promise?

Use your best judgment in determining what qualifies as a promise, but err on the side of inclusion. Words like "will," "would," "create," "ensure," "increase," "eliminate," are good signals of specific policy commitments. We have also been including statements such as "all children should have access to health care" and "corporations should not be rewarded for shipping jobs overseas." Finally, many of the campaign materials include statements at a high level of generality, such as "I will make sure that a college education is affordable and within the reach of every American." These should generally be included as well, even if there are more specific commitments underlying the general promise.

What if a promise seems to overlap with a different policy area?

There is necessarily a great deal of overlap between different policy areas, and we expect that some promises and proposals will be relevant to several different promise books. Please include all promises that are relevant to your policy area in any way, even if you think they would also fit into another policy area.

Citations

In order for the promise books to be useful going forward, it is important that you include a citation for every single promise that you list. It is only necessary to cite one source for each promise; there is no need to cite multiple sources if the promise was repeated several times over the course of the campaign. Citations should go in endnotes at the end of the document. If, however, Obama has made inconsistent statements or changed his position, this should be noted in a footnote at the bottom of the page.

We have generally used the following citation format:

Fact Sheet:

OFA, Fact Sheet: Barack Obama's Plan to Empower Americans with Disabilities (12/11/07), at 3.

Website Content:

OFA, Website Content, http://www.barackobama.com/issues/education/ (visited 9/2/08).

Response to Questionnaire:

OFA, Response to TakeCareNet Candidate Survey (12/14/07), at 3.

Speech:

Sen. Barack Obama, Remarks: Cutting Costs and Covering America (5/29/07), at 3.

EXHIBIT 2
157

Press Release:

OFA, Press Release, Statement of Senator Barack Obama on the Anniversary of Title IX (6/23/08), at 1.

Debate:

6/3/07 Manchester, New Hampshire Debate Transcript.

Print Article:

David Leonhardt, How Obama Reconciles Dueling Views on Economy, The New York Times, Aug. 24, 2008, at A1.

Online Article:

CNBC Interview, 3/27/08, http://www.cnbc.com/id/23832520 (visited 9/1/08).

Wherever possible, please cite the page of the document where the promise appears and the date of the document. (Although dates are not generally included in the text of the campaign fact sheets and questionnaire responses, they often can be found in the computer file name).

Updating

Please update your promise book as the campaign progresses, to include statements appearing in speeches, debates, press releases, and other materials that are released between now and election day.

Questions

If you have any questions, please contact **[REDACTED].**

APPENDIX 4.2

Romney Readiness Project: General Instructions—First 200 Days

Source: Romney Readiness Project documents

The Readiness Project is tasked to plan the implementation of Governor Romney's campaign commitments and priorities. The following are general instructions for department or agency review teams, task forces and work groups as they plan implementation of the commitments Governor Romney has made during his campaign. Recommendations should contemplate the initiation of action during the first 200 days of the administration.

REVITALIZE THE AMERICAN ECONOMY

Reform and simplify the federal tax code to encourage economic growth and job creation. Insofar as tax reform will require legislative action, recommend measures that could form part of a legislative strategy to accomplish reform that:

a Is revenue neutral;
b. Maintains the progressivity of the current tax code;
c. Reduces current personal income rates by 20 percent across the board;
d. Eliminates the taxation of dividends for those earning less than $200,000;
e. Reduces the corporate rate to 25 percent with revenue neutral base-broadening; and
f. Transitions to a territorial tax system.

Facilitate regulatory reform and ensure that economic growth remains a priority throughout department or agency rule-making processes. Specifically:

a. Identify growth-inhibiting Obama-era regulations and path to repeal;
b. Establish process for regulatory budgeting to establish zero-dollar cap on new costs;
c. Draft environmental reforms to ensure laws accurately account for costs;

Open markets for American goods and services while confronting nations that do not play by the rules. Specifically:

a. Renew Trade Promotion Authority;
b. Develop strategy for rapid completion of Trans-Pacific Partnership negotiations;
c. Identify additional opportunities for FTA negotiations;
d. Determine pathway for designating China a currency manipulator and increasing pressure;
e. Develop options to apply pressure on trading partners like China who restrict market access or apply unfair subsidies;
f. Build stronger economic ties in Latin American;
g. Create a Reagan Economic Zone to strengthen free enterprise around the world;

Encourage hiring by reversing Obama actions and reforming labor law. Specifically:

a. Draft executive order to eliminate the use of project labor agreements in federal contracting;
b. Prepare for replacement of recess-appointed NLRB members;
c. Determine best statutory or regulatory approach to implementing broader labor reforms;

Promote energy independence. Specifically:

a. Increase access to domestic energy resources;
b. Streamline permitting for exploration and development;
c. Eliminate regulations destroying the coal industry; and
d. Approve the Keystone XL pipeline.

Empower American workers to compete in the current and future global economy by consolidating overlapping federal job training programs into an accessible and accountable resource. Specifically:

a. Determine which existing federal programs should be retained as independent programs; and
b. Design process for consolidating other funding and block granting to states.

Ensure that young Americans have opportunities to acquire a high quality K-12 education by encouraging education innovation and emphasizing skill attainment. Specifically:

a. Prepare for implementation of WMR's proposed Title I reforms;
b. Review federal teacher quality programs and determine how to return them to states;
c. Identify opportunities to increase support for charter schools and digital learning;

Improve higher education by expanding access to a greater diversity of options that will give students an opportunity to succeed in their careers. Specifically:

a. Develop options for reversing nationalization of the student loan market;
b. Identify regulatory barriers to competition and choice in higher education;
c. Encourage development and expansion of innovative delivery models that reduce the cost of quality higher education; and
d. Review all federal funding for tuition and identify opportunities to preserve support for students while preventing unnecessary inflation in the cost of education.

Attract and retain the best and the brightest. Specifically:

a. Review H1-B and other high-skill visa programs and determine best way to raise caps and meet demand;
b. Design program to give green card to graduates with advanced degrees; and
c. Identify opportunities to streamline the visa and legal immigration processes, with a focus on speeding the process for immediate family members of U.S. citizens and permanent residents.

Develop options for winding down Fannie Mae and Freddie Mac.

REDUCE THE DEFICIT

Place government spending on a more sustainable trajectory. Specifically:

a. Write a rescissions bill to effect an immediate five percent reduction in non-security discretionary spending;
b. Develop policy directive/executive order to establish attrition policy to reduce agency workforces by 10 percent;
c. Determine legal options for presidential action to reduce/eliminate any COLA ordered for 2013;
d. Conduct study to determine nature of excess compensation disaggregated by job profile, education levels, etc.; and
e. Present budget to Congress that achieves fiscal goals (e.g. 20% of GDP by 2016)

REPEAL AND REPLACE THE AFFORDABLE CARE ACT

Minimize the negative impact of the Patient Protection and Affordable Care Act and prepare to implement real health care reform. Specifically:

a. Identify all opportunities to prevent implementation of the law or waive its requirements;
b. Determine if and how reconciliation should be used for full repeal;
c. Prepare proposals for implementation of WMR's health care policies via legislation and agency rule-making; and
d. Establish process for block granting Medicaid to the states.

Enhance Medicare's sustainability and value. Specifically:

a. Identify the key program design challenges and regulatory decisions that must be addressed to implement WMR Medicare reform plan;

b. Recommend options that will meet the sustainability goal while improving the value of care; and

c. Identify functions that can be properly and more efficiently administered at the state or local level.

RESTORE AMERICAN LEADERSHIP AROUND THE WORLD AND PRESERVE U.S. INTERESTS AND IDEALS

Develop calendar of international conferences and events to inform travel planning.

Begin restoration of the military, minimize the negative impact of sequestration on the defense budget, and prepare for reversal of Obama-era defense cuts to the FY2011 baseline spending level set by Secretary Gates in 2010. Specifically:

a. Identify regulatory and legislative strategies to reverse sequestration and/or mitigate effects of sequestration that would compromise development of needed weapons systems and vital sectors of the defense industrial base.

b. Identify ways to increase naval shipbuilding from 9 per year to 15 per year.

c. Identify other needed force structure improvements in other services besides the Navy.

d. Identify ways to effectively add 100,000 active duty troops.

e. Evaluate multi-layered national missile defense program and identify how to effectively use increased funding for the program.

Establish an interagency process responsible for coordinating military and foreign aid efforts in Afghanistan. Specifically:

a. Review troop rotation schedules to preserve President's flexibility to change course

b. Launch 30-day interagency review of Afghanistan war goals and strategies

c. Identify a strategy to achieve sustained support from the governments of Afghanistan and Pakistan to rid the border region of the Taliban and other insurgent groups;

d. Coordinate the training of Afghan forces and transfer security responsibility to them; and

e. Collaborate with Afghan forces to fight the narcotics trade that finances the insurgency.

Increase pressure on the Iranian regime to engage in good faith negotiations with the international community. Specifically:

a. Identify methods to enhance the credibility of the military option, including but not limited to establishing the regular presence of carrier groups in the eastern Mediterranean and Persian Gulf region, increasing military assistance to Israel, and increasing military coordination with Arab partners;

b. Identify process to plan for all contingencies related to either an Israeli-led or a U.S.-led military strike to degrade Iran's nuclear weapons program;

c. Identify ways to enhance the enforcement and effectiveness of current and potential economic sanctions;

d. Identify methods to increase support to responsible Iranian dissidents and increase internal pressure on the Iranian regime; and

e. Identify parameters for an acceptable and results-oriented negotiation process.

Develop a Syria strategy that increases pressure on Bashar al-Assad and provides greater assistance to responsible elements of the opposition. Specifically:

a. Identify ways to levy new multilateral sanctions and increase enforcement of existing sanctions to undermine support for Assad and encourage high-level defections;

b. Identify opportunities to work with partners to facilitate the delivery of arms provided by partners to responsible elements of the opposition;

c. Identify strategies to mitigate the risk that Syrian WMDs will fall into the hands of bad actors; and

d. Establish a mechanism to coordinate with key international partners as we jointly prepare for a post-Assad Syria, stabilize the country, and influence the makeup of a new Syrian government that will sever ties with Iran, respect the territorial integrity of its neighbors, and represent the interests of all of Syria's minorities and religions.

Map out sequence of initiatives to reevaluate the U.S. relationship with Russia. Specifically:

a. Establish review of implementation of the New START treaty and overall nuclear weapons reduction and missile defense cooperation with Russia to ensure that frameworks serve U.S. interests;

b. Establish coordinated diplomatic and legislative strategy to place greater pressure on Russia with regards to its obstructionism on Iran and Syria sanctions, its support to Assad in Syria, its growing relations with Venezuela, its suppression of the personal and political rights of the Russian people, and its aggressive actions in Georgia and assertive posture toward Eastern European and Central Asian states.

Create a national strategy to counter militarized cyber-attacks, cyber-terrorism, cyber-espionage, and private sector intellectual property theft. Specifically:

a. Encourage collaboration between departments and agencies confronting similar threats and ensure participation of intelligence and defense agencies;

b. Promote sharing of technical information to prevent similar attacks against different departments and agencies; and

c. Create a mechanism for federal agencies and private firms to learn from and benefit one another.

APPENDIX 4.3

Romney Readiness Project Charter for the Restore American Leadership Task Force

Source: Romney Readiness Project documents
September 13, 2012

The purpose of the Restore American Leadership Task Force is to spearhead the process that will convert Governor Romney's commitments and policies on foreign policy issues into a 200 day plan of action. This charter document provides instructions and guidelines for its operation and describes the deliverables that members of the Task Force 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 enacted by Congress for the purpose of assuring continuity of government.

Structure and Responsibility of the Restore American Leadership Task Force

Brian Hook is appointed Group Leader of the Restore American Leadership Task Force.

The primary responsibility of Restore American Leadership Task Force is to create, oversee, and coordinate work done by the following subject matter groups, informed by the agency review teams in each area. The subject matter group leader is also listed below.

1. China (leader tbd)
2. Afghanistan (leader tbd)
3. Iran (leader tbd)
4. Syria (leader tbd)
5. Russia (leader tbd)
6. Latin America (leader tbd)
7. Cybersecurity (leader tbd)
8. Calendar of key dates (leader tbd)
9. Europe (leader tbd)
10. Foreign Assistance (leader tbd)
11. Counter-terrorism (leader tbd)

In forming each subject matter task force team, the subject matter leaders will enlist appropriate review team members on an ad hoc or permanent basis. Subject matter leaders are encouraged to consult on an informal basis with Members of Congress and congressional staff, subject matter experts, and other stakeholders. They will also coordinate with the Policy and Strategy Council deputies.

Each subject matter group will be responsible for preparing and delivering a briefing document (generally about 10 pages long) that will serve as a "quick start guide" for implementing campaign commitments during the first 200 days. The document should, at a minimum, include the following components:

- Recap of campaign commitments and stated policy positions
- List of the relevant government agencies that would be involved in the implementation and identification of inter-agency (NEC, DPC, NSC) and intra-agency policy process
- List of the relevant congressional committees.
- Discussion of specific actions that need to be taken – including proposed legislation, Executive Orders, and administrative /regulatory proposals, Congressional Review Act.
- Identification of any additional policy details /questions that will need to be addressed.
- Timeline for specific actions, including a "Day One" agenda and list of priorities

- Associated decision points and level of decision (Department/Agency, Inter-agency, POTUS decision)
- Review of the legislative and political landscape for the issue in lame duck, based on electoral scenarios.
- Identify any issues that should be discussed orally rather than included in the physical memoranda.

The Restore American Leadership Task Force reports to the Policy and Strategy Council, which is led by Tim Adams. The task force will coordinate with the Policy and Strategy Council deputies Laura Dove and Jeff Kupfer.

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 that can be in full effect within 2000 days.

Rules of Governance

The Restoring American Leadership Task Force 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

As needs arise, additional sub-working groups may be formed. While it is anticipated that most task force participants will be current Agency Review team members, all additional participants (if any) must be vetted according to normal processes.

Involvement of outside resources

It is not intended that points of view reflected in task force reports 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 task force's 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 Restoring American Leadership Task Force Leader, Brian Hook is authorized to grant membership on any of the aforementioned task force teams subject to vetting by the R2P. Before joining the team, proposed members must sign confidentiality and ethics agreements. No exceptions will be made on this requirement.

Members of certain task force 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.

Governor Romney's policies and positions are determined through a process managed by the Policy Director of Romney for President. R2P and the Restoring American Leadership Task Force 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 Task Force may be tasked to provide recommendations for use in the campaign's policy process, no Task Force member is authorized to speak on behalf of Governor Romney. Work product generated by the Task Force constitutes a recommendation and not a policy of Governor Romney or the Romney for President Campaign.

Deliverables

The Restoring American Leadership Task Force is commissioned to produce the following deliverables by the dates indicated.

ACCOUNTABILITY DATE	DESCRIPTION
September 10, 2012	Develop a task force charter and associated OPPM.
October 2, 2012	Conclude the recruitment, clearance, and orientation of the leaders of each subject matter task force subgroup, and provide each group with a charter and appendix of instructions
October 20, 2012	Present draft content for 200 day plan in Restoring American Leadership task force subject areas.
November 3, 2012	Finalize content of 200 day plan.
November 7, 2012–January 20, 2013	Support the work of policy team in implementing the 200 day plan.

"Agency review captures critical information that a new team needs to know to begin working the minute it walks in the door and identifies opportunities to implement the new President's priorities"

Lisa Brown

Co-Chair, Agency Review
Obama-Biden Transition Project

CHAPTER 5

Agency Review

The agency review team is responsible for collecting information about the unique roles and responsibilities of each major department and agency of the federal government, and providing information that is relevant, useful and important to the new administration. Incoming leadership needs a clear sense of the strengths, challenges, culture and pressing issues of each organization to make informed decisions about who should serve in key leadership roles and to prioritize the issues where attention is most needed, particularly during the first six months of an administration. The transition team must develop and prepare agency review teams to work with agency transition liaisons and career employees to develop an overall understanding of the issues that the incoming administration will face, and where their attention is most needed.

Each transition team needs to decide how to make the most effective use of its agency review process. For example, the Romney Readiness Project integrated agency review into the development of its 200-day plan, ensuring that the focus of the agency review teams would be on what the administration could accomplish quickly while also being mindful of longer term issues and challenges.

Interaction between the agency review, policy and personnel teams

Agency review, policy and personnel all have distinct mandates, but their work will overlap in important ways—especially as the election nears. Unlike the policy review team, which is charged with taking on major cross-cutting policy priorities and developing plans to achieve them, the main mission of the agency review team is providing clear and factual information on each agency's role, pending issues the incoming president and agency heads should be prepared to face, and emerging issues that may grow into something more serious. One former Cabinet secretary referred to some of these issues as "asteroids"—unplanned and disruptive or even catastrophic developments that can derail an agency, an appointee or a policy agenda if leaders are not paying attention.

Because the responsibility of the agency review team is to collect and present information rather than formulate policy, most transitions separate the policy and agency review functions. Nevertheless, because the work of the two teams overlaps significantly, there should be close coordination, particularly in identifying "flashpoint issues" that will require the new administration's attention right away. It is inevitable that the review teams will develop some policy proposals or uncover successful policies already in place during the course of their review.

The work of the agency review team also is related to, yet distinct from, the work of the presidential personnel team. Because the agency review team will have a clear line of sight into key staff positions, potential personnel issues or leadership gaps within each agency, it should work closely with the personnel team to identify potential candidates to lead each agency and identify other core positions that should be prioritized. Furthermore, the agency review team may play a role in identifying the major management challenges or successes within each agency, identifying particular skills and competencies needed for each position, and uncovering any best practices or successful programs.

Critical aspects of the agency review process

Based on the experiences of previous transition teams, there are a few notable aspects of the agency review process that future teams would be well served to keep in mind. First, the agency review process is typically an unstated way of onboarding incoming political appointees, and work on the review team for a specific agency is one of the better ways for potential appointees to build critical knowledge of key agency functions, practices and culture. Many review team staff are chosen to serve in the administration and these positions are highly coveted. However, this agency-specific onboarding process may not provide incoming appointees with the broad knowledge of the federal government that they need to be effective once they are in their jobs, especially for appointees who have never worked in government.[47]

Second, agency review is an opportunity to identify not just what a new administration should know or change, but what they should augment or continue. Future agency review teams should make an effort to capture not just

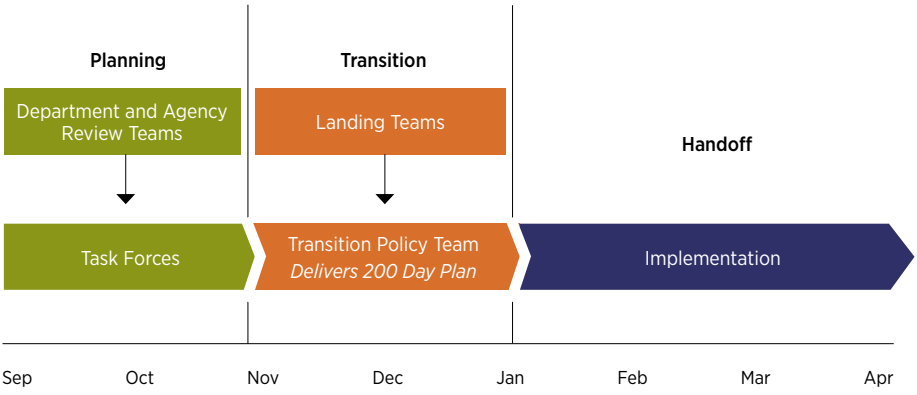
47 The Partnership has developed a series of courses designed to help incoming appointees get up to speed in crucial areas such as working with the White House and OMB, understanding the federal budget, federal hiring rules, succeeding in the federal space, and the political-career interaction.

critical policy issues, deadlines and challenges, but a sense of positive initiatives at the agency or those in the pipeline, existing and potential cross-agency partnerships, and the quality people who are making an outsized impact. The teams should make use of resources like the Office of Personnel Management's Federal Employee Viewpoint Survey and the Partnership for Public Service's Best Places to Work in the Federal Government® rankings, valuable tools that allow incoming appointees to understand how employees view their leaders and mission, and give a sense of the health of each organization. All of this information provides incoming leaders with an idea of areas where they can achieve early wins, improve morale and find high-performers who might serve as a leadership bench.

Timeline

The agency review planning and implementation process should ideally begin with the selection of an agency review team leader in late spring of the election year. By July, agency review team leads should be identified and working with a handful of staff to prepare to enter the agencies post-election. Throughout the fall, the various agency review teams should begin training the staff to enter agencies and preparing information using publicly available resources. The formal agency review process will begin immediately after the election and last through to the inauguration, when teams will develop their final deliverables and brief incoming agency leadership on their new jobs and organizations.

R2P agency review/policy integration flow chart



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 78.

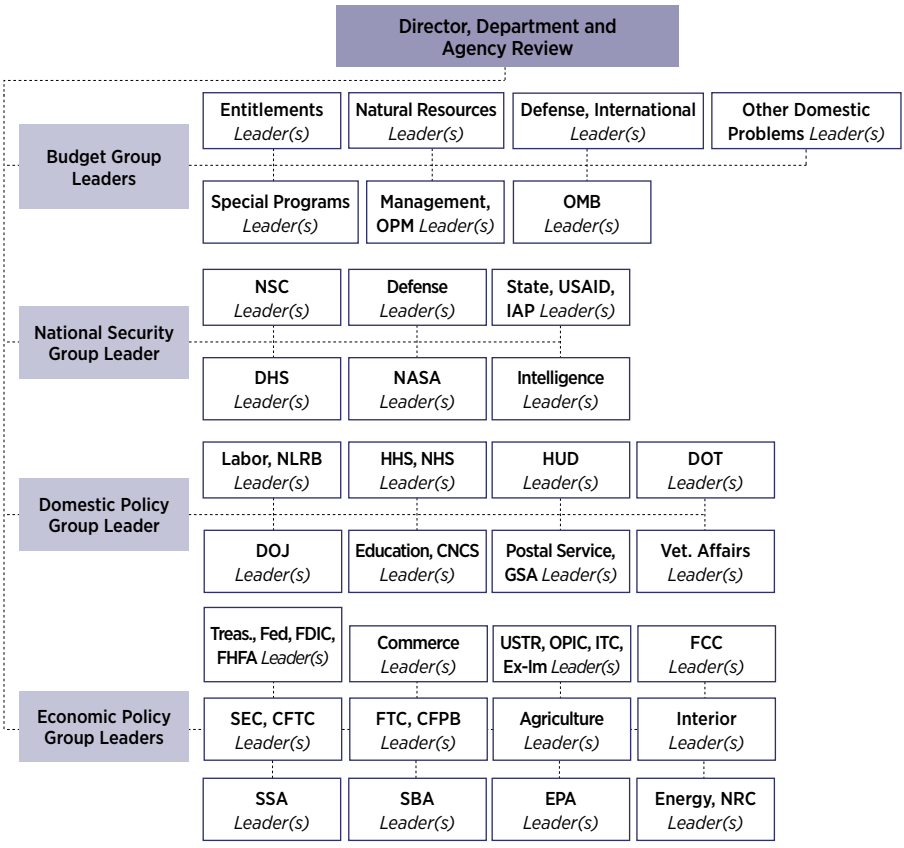
MAJOR STEPS IN THE AGENCY REVIEW PROCESS

Develop and staff agency review teams

The agency review team must anticipate that it will grow significantly over the course of the three phases of the transition, from a handful of staff at the outset to a much larger team focused on nearly 100 federal agencies across government after Election Day.[48] This requires working closely with the transition operations team to quickly bring on and vet additional staff, including people from the campaign with relevant backgrounds as well as outside experts. As noted earlier, agency review personnel are generally an important source of new appointees for the incoming administration and serving on an agency review team is a useful, but usually unstated way of onboarding them. Transition leaders should keep this in mind as they staff the individual review teams.

48 Based on past experience, transitions will focus most on the 20 to 30 most important agencies.

2012 Romney department and agency review organizational chart



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 55.

EXHIBIT 2
171

2008 Obama agency review organizational chart

Source: Boston Consulting Group analysis

Within the Romney Readiness Project, the Department and Agency Review Group was the largest single team, with 250 total members by Election Day. This group had 33 teams under four major subgroups (budget, national security, domestic policy and economic policy). Most team members were volunteers. Agency review team members were chosen directly by their team leaders and not vetted by the campaign.

The Obama 2008 agency review team began with only four people prior to the election, nearly all volunteers. Following the election, the team was divided into 10 separate agency review teams (see chart on page 117), each with a particular area of focus, including economics, international trade and development, national security, energy and natural resources, and education and labor. Each review team was allowed to hire its own volunteers and staff, with incoming staff vetted by a central working group. Teams consisted of about 30 people, mostly from the campaign. Most positions were unpaid volunteers, with the team deliberately not using Capitol Hill staffers in an attempt to minimize leaks and avoid future conflicts with congressional oversight activities. A large number of the members of the agency review teams went on to become members of the Obama administration due to their work and their previous professional experience.

The Bush 2000 transition team took a different approach, partially because of the shortened transition timeline resulting from the disputed election results.

Actions of Bush 2000 agency review teams

Bush 2000 agency review teams prepped new leadership teams and laid groundwork for their arrival.

Agency review teams created briefing books for incoming agency leaders...	...and minimized agency actions that would be contrary to new administration
Materials prepared by agencies for new incoming leaders often long, lacked prioritization **Bush transition team sent small groups into agencies to create more targeted, concise and readable briefing books** **These materials focused on key information** • Overview of agency (including organization chart, budget) • Priority issues • Major administrative challenges • Key upcoming decisions • Top 10 list of actions that new agency head should consider taking immediately **Tried to avoid policy recommendations** **New agency head responsible for creating own plan after a more thorough analysis** • Subject to review/approval by White House	**Agency review teams identified acting agency head designee prior to January 20** • Allowed team to raise problematic appointments with outgoing White House • However, limited leverage to make changes **After Inauguration, White House quickly appointed some team members to temporary positions in agencies to serve as "watchdogs"** • Helped ensure that acting heads took no actions contrary to interests of new admin • Remained in place until new agency head was confirmed **Important priority was to prevent issuance of new regulations** • Concerns around outgoing administration's attempts to issue "midnight" regulations • Upon taking office, put in place a process to stop issuance of new regs pending review • Andy Card sent January 20 memo to agencies asking them to halt new actions

Source: Boston Consulting Group analysis

DEVELOP A STANDARDIZED AGENCY REPORT FORMAT

Agency review teams should develop a clear and concise reporting format to capture essential agency data and present it in an easily-digestible format. Reports should include:

- Mission and current strategy of agency and sub-offices
- Organizational chart and contact information for key agency personnel
- Notes on potential staffing issues and quality staff already at the agency who can form the "leadership bench"
- Effective policies in the pipeline or already in place that can provide early successes for the new administration
- Pending legal, regulatory or legislative issues that require early attention
- The agency's Federal Employee Viewpoint Survey results and Best Places to Work in the Federal Government rankings for the past several years, including particular areas of strength and weaknesses

Instead of teams of about 30 people, Bush's agency review teams were much smaller, approximately three to six people for each agency. Team leads were mostly campaign staff well known to transition leaders and familiar with campaign policy objectives, while team members were a mix of volunteers, congressional staffers using leave over the holidays, and experts from the private sector.

Create standardized agency review report format

Developing a standardized reporting format for review teams to use at some 100 federal agencies and potentially for White House offices will help ensure that the necessary information for each agency will be collected and presented in a clear and understandable way. In the past, agency leaders reported that the materials provided to them have not been especially helpful because they were too long, outdated or inaccurate.

The 2008 Obama transition consulted with previous political appointees about what they found helpful in an effort to learn from prior experience, and they created specific guidelines for agency review teams to follow. In the pre-election phase, the teams were asked to produce four deliverables: a two-page summary memo to be read by the candidates and senior transition staff; a 20-page document identifying high priority issues for the agency landing teams to focus on during the formal transition period; a list of members of Congress and other stakeholders to contact for additional information; and an agency data file of public background information on the agency's mission, personnel and budget (see appendices 5.4, 5.5 and 5.6 for templates). The format of these documents and the information they contained resulted from the transition's discussions with former Clinton administration Cabinet members about what materials had been useful as they were preparing for their confirmation hearings and getting ready to take over their agencies.

In its two-page agency review template, the Obama transition team focused on four topline priorities: agency overview; strategic priorities and opportunities for the agency; major looming issues; and senior personnel issues.

Each issue was further divided into a number of key questions or issues that the agency review team would need to address. These briefs were compiled prior to the election and were accompanied by a copy of the general organizational chart and a page of contacts within each agency. The information had to be compiled from publicly available sources since agency review personnel had no access to agencies before the election.

The work done by agency review teams prior to Election Day served as a starting point for the deliverables they were expected to produce during the formal post-election transition period. These consisted of an updated two-page summary memo; an updated 20-page briefing book intended for the incoming agency head and senior leadership; a comprehensive "User's Manual" containing information on the agency's organization, personnel, management and budget as well as legal, legislative and regulatory data; and a budget memo to be shared with the Office of Management and Budget (OMB) review team to inform the budget planning process.

The 20-page briefing books included information on duties of senior career officials and political appointees, the overall staffing strategy for the office and notes on personnel needs for key political positions. These reports consisted of an executive summary, an agency overview and a summary of high priority issues. This report was similar to the two-page document but went into considerably more depth by asking agency review teams to include information on the agency's history under the previous administration; Obama campaign commitments; policy priorities; legislative, regulatory and personnel issues; and recommendations from external and congressional contacts. Twenty pages was considered the absolute maximum that a high-level appointee could absorb, and in some cases may even have been too long. Further, each 20-page agency report included an appendix with documents related to the agency's work, such as contracts and other information, meaning that the reports were often much longer.

Negotiate an MOU with the current White House

A memorandum of understanding (MOU) is needed between the transition team and the White House regarding the transition team's access to federal agencies. Ideally, this MOU should be negotiated after the party nominating conventions, although it will be signed only after Election Day. For certain agencies, including the Department of Defense, additional MOUs may be needed. In 2012, the legal team of the Romney Readiness Project drafted an MOU to be signed by the president's chief of staff and the chairman of the Romney transition based on the 2008 MOU between the Bush White House and the Obama transition.[49] Had Romney been elected, this would have been signed and executed immediately following the election. Future presidential administrations and transition teams should consider adopting this model as the standard template for all future transitions.[50] For more information about developing an MOU with the White House, please see Chapter 1.

49 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 80.
50 S. 1172, the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015, includes a provision directing the negotiation of an MOU no later than November 1 of an election year.

The MOU between the outgoing Bush administration and the Obama transition team was the result of Bush's Executive Order 13476, Facilitation of a Presidential Transition. The order required the Presidential Transition Coordinating Council, through the agencies, to "assist the president-elect by making every reasonable effort to facilitate the transition between administrations." This includes assisting and supporting "transition agreements between the White House or appropriate executive branch departments and agencies and the transition teams for the major party candidates and the president-elect... regarding transition procedures and identification of transition contacts." The order also states that the council or its designee can direct the GSA administrator to coordinate activities with the appropriate agencies, including the Office of Government Ethics and the Office of Personnel Management, for key prospective presidential appointees.

The MOU title was Memorandum of Understanding Regarding Transition Procedures, Identification of Transition Contacts, and Access to Non-Public Government and Transition Information and was signed by Bush Chief of Staff Joshua Bolten and Obama Transition Chairman John Podesta on November 8, 2008, four days after the presidential election. The MOU covered all relevant aspects involved in the transfer and sharing of information between agencies and the Obama agency review teams. Both sides agreed to provide in writing lists of individuals authorized to initiate and coordinate transition activities between agencies and the transition, with these individuals solely responsible for the work that would take place within their specified agencies. The MOU also created an informal mechanism for resolving disputes. Bolten and Podesta each agreed to "designate in writing an individual or individuals authorized to confer in order to resolve [ethical, privacy, and privilege] concerns informally."

AGENCY LANDING TEAMS AND CAREER FEDERAL EMPLOYEES

Signal Arrival of New Administration

- Be aware of your role as the initial public face of the incoming administration to much of the executive branch
- Treat agency career staff with respect and present the best possible image of the new administration

Engage Career Staff Early

- Understand that the career workforce is apolitical and will be your greatest source of information

Build a Strong Team

- Identify high-performers and "go-to" people within the organization who might be considered for a challenging new assignment

Set Up Clear Governance Structures

- Understand how career employees contribute to the agency's decision-making process and recommend a process for engaging them going forward

The MOU also laid out the rules regarding the transfer of privileged and non-public information to the transition team, including a requirement that all transition team members have the requisite security clearances to access necessary materials. Further, it provided that agencies must require transition team members to sign non-disclosure agreements where appropriate and keep records of all information disclosed to the agency review teams. The administration and Obama transition also agreed to establish a disciplinary process for those who violated the terms of the MOU.

By establishing the rules and mechanisms for access early in the formal transition period, the Bush administration and Obama transition team laid a foundation for an effective and professional agency review process, especially given the legal requirements and complexities inherent in sharing such a large volume of confidential and non-public information. In a memo to the agency review teams, the Obama transition stated, "As members of an agency review team who will be going into government agencies ... your obligations extend beyond that general duty of confidentiality. There are a number of laws governing administrative agencies that will bear upon your acquisition, handling, and use of confidential information. In addition, your access to information will be governed by a Memorandum of Understanding executed by the transition and the administration."

Train review teams to enter agencies

The agency review team should reach out to agencies immediately after the election in accordance with the MOU that has been negotiated between the transition team and the outgoing administration. Establishing a spirit of collaboration, open communication and trust is critical. In the words of a senior Bush advisor, the agency review team needs to be seen as "working with" and not "doing to" the agencies. Teams also should view this process as a way to onboard potential new appointees into the agency, while making clear that there should be no expectation on the part of agency review team members of a position in the new administration.

In the past, agencies created work space for the new administration's representatives. This helped facilitate open communication between the agency review teams and agency staff, and allowed the agency to provide a handful of career employees to help the teams get to know the environment, people and mission during the first few weeks of the post-election transition.

Building a spirit of collaboration between top staff of the outgoing administration and agency review team is important, and can be accomplished by maintaining professional and courteous relationships. At the same time, if the election has brought a change in the political party in power, incoming teams usually are intent on changing direction and moving quickly, and trust and cooperation may not always be easy.

The Obama 2008 transition for the Department of Defense provides a good example of this process working well, although Robert Gates, George W. Bush's defense secretary, was tapped to remain on the job, and this made a huge difference. An overall tone of cooperation was set by Gates and relayed to the outgoing Bush administration officials, who gave clear instructions to each agency

to cooperate fully with the transition team. Gates tapped Deputy Undersecretary of the Navy Thomas Tesch to lead the transition effort, giving him the resources and personnel needed to plan for the transition and welcome the incoming administration.

Tesch, whose official title in this role was director of the Transition Task Force, emphasized that the focus of the transition would be on continuity in a time of war. He assembled a small team of senior career staff from organizations within the Pentagon responsible for transition assistance coordination. This team developed the official transition plan and requirements for pre-reads and briefing materials, and organized resources across the Defense Department, which included administrative issues such as scheduling appointments and arranging parking. The task force also developed a list of political appointees and non-career members of the Senior Executive Service to stay on into the new administration for a time to ensure continuity. The incoming Department of Defense agency review team, led by Michèle Flournoy and John White, approached the agency with respect and professionalism, avoiding any semblance of partisanship or overconfidence in the wake of President-elect Obama's victory.

The government-wide 2008 transition was notable for the high level of cooperation between the agency review teams and the Bush administration. Chris Lu of the Obama transition and Blake Gottesman, who served as the Bush administration's point of contact, spoke twice a day for the first few weeks after the election. The two dealt with problems as they arose and discussed issues that review teams were having in getting the appropriate access to agencies.

In 2012, the Romney Readiness Project created a number of smaller landing teams of five to 10 people as part of the department and agency review group. They were responsible for working with each agency directly and facilitating the handover of responsibilities and decision-making authority. The initial goal of these teams was to evaluate and identify issues that would need the immediate attention of incoming leadership. Landing team members were subject to more rigorous vetting than agency review team members due to their access to non-public information, need for security clearances for some agencies, and potential conflicts of interest. Those exposed to classified information required an FBI clearance. Registered lobbyists were not permitted to serve as landing team members.[51]

The Romney team held tabletop exercises for all landing teams to "help prepare the teams for effective agency review. Additionally, the exercises were aimed at reinforcing the need for highly professional conduct once in the agency. Any undue tension between the outgoing appointees and landing team members would be counterproductive."[52]

As was the case in the Romney transition team, agency review personnel should be trained to approach each agency with respect, to ask questions about the overall functions and mission of the agency and sub-offices, and to quickly develop a collaborative and open working relationship with their agency coun-

51 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 79.
52 Ibid.

terparts. The review teams should have a clear understanding of the major policy priorities of the president-elect and how their particular agency fits into the overall policy platform of the incoming administration. Finally, the agency review teams should collaborate and work closely, to share information and to learn from each other as well as from their respective agencies.

In the Obama transition, agency review teams were given a number of rules to follow in their work with agency staff to ensure that the teams met statutory requirements regarding access to non-public information and that they left a positive impression on agency staff (see appendix 5.2). In general, agency review teams were asked to:

- Not accept or seek personnel files or attorney-client privileged materials
- Avoid non-public information regarding adjudications or enforcement actions
- Treat all documents as confidential and follow special procedures for limited-access documents (generally, documents containing non-public information)
- Be transparent and deferential in interactions with agencies
- Maintain consistent tone when interviewing agency staff, which included avoiding questions designed to elicit views on the policy priorities of the incoming administration
- Prepare final deliverables as if they will be viewed not just by the transition team or incoming administration personnel but by agency staff as well

Agency career staff are professional civil servants who generally welcome a new administration's representatives. Just as the agency review teams need to be mindful of how they are engaging agency staff, the career staff want to build a strong working relationship with the new team. They will "aim to please" their new political leadership, and appointees would be well served by finding every opportunity to work collaboratively with their counterparts in the civil service.

Identify core continuity staff

It is sometimes worthwhile to identify the top-performing political appointees who are carrying out key functions of an office and could be an asset to the incoming administration. This is particularly true for those positions that are considered management jobs, such as chief financial officers, assistant secretaries for management and administration, chief acquisition officers, and similar positions where management competence is highly important and sometimes hard to find. This could include jobs critical to national, homeland and economic security. Agency review teams working with each major agency are well positioned to determine whether particular non-career staff members should be invited to stay on temporarily or permanently.

Incoming administrations are often worried about political staff "burrowing in" (the practice of outgoing administrations converting political appointees to career staff) and staying on in the new administration. The Presidential Transitions Improvements Act of 2015 requires OPM to report quarterly to Congress on which political appointees have converted to civil service positions. But fears over unwanted holdovers from the previous administration

should not stop a new administration from identifying talented individuals who could be of value to the incoming president's agenda.

In practice, the identification and selection of continuity staff can be challenging. Although it would be easier to simply release all political appointees and replace them, there will invariably be positions too technical or important to leave vacant until a qualified replacement can be found, and individuals too talented or skilled to let go. During the 2008 transition, key political appointees in important positions, including finance, acquisitions and other essential administrative roles, were given the option to stay on through the transition until a qualified replacement could be brought on board. Although this led to a more complicated process due to the shifting exit dates for political personnel, it allowed greater continuity in agency functions and eased the burden of filling core positions immediately—particularly important as the new administration assumed governing responsibility in the middle of a global financial crisis.

Outgoing presidents may ask for the resignation of all political appointees to clear the decks for the new administration. It is worth noting, however, that not every position needs to be turned over. For example, inspectors general are generally considered a nonpolitical role in which appointees can and do span multiple administrations. Other positions are politically appointed but serve for fixed terms.

Finally, agency review teams should identify high-performing career employees and those playing critical roles. This will be especially helpful as agencies seek outstanding performers for high-impact roles and to serve as the "bench" of talent that will help minimize the effect of departures by those in appointed positions. Identifying key career staff also will help political leaders build relationships with those employees who will be most critical to implementing the new administration's policy priorities. By taking this step early, the agency review team can set up both the agency's new political team and the administration for success down the line, and build credibility and goodwill among the career staff. Identifying and developing such staff early through training and involvement in the decision-making process where appropriate also will enhance the working relationship between political and career staff, and get them further invested in the success of the administration's agenda.

Facilitate coordination between agencies

A major resource for agency career personnel during the agency review and transition process is their counterparts who are working on the internal transition in other agencies. Some agencies, particularly the Department of Defense, spend considerable time and energy planning for transitions and ensuring continuity. These agencies often have valuable information, resources and experience to share with the transition directors of smaller agencies or agencies with less in-house institutional knowledge.

In preparation for the 2008 transition, President Bush set up the Agency Transition Directors Council to facilitate the sharing of information and lessons learned between agencies, and to standardize what each agency was preparing for the incoming administration. This brought together the designated transition leads of each major agency to share lessons learned from prior tran-

sitions and to coordinate resources and information. The result was a stronger network of agency transition directors and a closer working relationship among agency transition staff.

In 2012, the Agency Transition Directors Council also served an important role during the pre-election period. Described half-jokingly as a "first date," this meeting was held in October, shortly before the election, and brought together the transition leads from each federal agency as well as the agency review leads from Romney's transition team. The purpose of the meeting was to allow agency transition leaders and Romney team members to meet each other, to identify key points of contact in the event that a transition occurred, and to set the tone between the agencies and the Romney team for future meetings.

The process of organizing and facilitating the Agency Transition Directors Council in 2012 was led by Darren Blue, who at the time served as GSA's associate administrator for emergency response and recovery. The council developed standardized reporting guidelines for agencies to use in preparing materials for the landing teams, as well as lists of landing team leads and contact information that agencies would have been able to use. The Presidential Transitions Improvements Act of 2015 makes the council permanent and require it to meet regularly during the months leading up to a presidential transition. A permanent standing council is a way to ensure that GSA and other executive agencies have the means to share lessons learned and best practices for managing transitions and appointee turnover. Giving the council a permanent role also lessens, or at least sidesteps, the potential reluctance toward transition planning for an incumbent administration running for re-election.

Brief incoming agency leaders

The final step in the agency review process is to deliver oral briefings to incoming agency heads and White House staff on the key functions of their agency or office, how various offices interact with one another, staff roles, pressing challenges and other "need to know" information. Although much of this information may be included in the agency review reports, having a briefing in person has a much greater impact than simply "throwing the memo over the fence," as one senior Obama transition staffer put it. The level of detail of these briefings will depend on the seniority and experience of the incoming agency head and should be done as soon as possible. As stated by one agency liaison, the briefings "should not try to tell incoming heads what to do, but should help them do what they want to do." New agency leaders will inevitably develop their own plans based on their personal expertise and experience, what they learn from the agency review team and other transition team members, and their understanding of the new president's goals and expectations for the agency. The role of the transition team is to help agency leaders identify the issues, problems and opportunities they should prepare to address. In 2008, the Obama transition team made an effort to give incoming officials the opportunity to sit down with their predecessors and the last few people to have served in those positions.

Agency review personnel should make sure that incoming agency leaders are getting concise, useful and meaningful information. Teams should, to the extent possible, learn from the experience of previous political appointees and the outgoing administration to determine what was most helpful to them when developing the requirements and templates for final deliverables. The briefings should include information beyond the basic "need to know" to cover items that may help the new appointees succeed in their jobs, including recent agency interaction with Congress, the state of employee morale and engagement in the agency, and policies in the pipeline that can provide easy, early wins for the new administration.

AGENCY REVIEW

Action Items

Pre-election:

- ☐ Design structure for agency review teams; vet and select staff members.
- ☐ Create a standardized, clear and concise agency review reporting format, which should include mission of the agency, high priority issues, expected challenges and opportunities for the incoming head, senior personnel considerations and budget and organizational design.
- ☐ Negotiate a memorandum of understanding with the White House regarding the transition team's access to federal agencies. This will be signed after Election Day.
- ☐ Select, train and prepare agency landing teams to approach each agency with respect, to ask the right questions about the overall functions and mission of the agency and sub-offices, and to quickly develop a collaborative and open working relationship with their agency counterparts.

Post-election:

- ☐ Agency landing teams meet with agency staff to capture information for the agency review reports.
- ☐ Identify: (1) top-performing political appointees recommended to stay on in the new administration (often true for management positions such as CFOs and assistant secretaries for management and administration); (2) political appointees who should be asked to stay until a qualified replacement is found (for positions too important to leave vacant, such as finance, acquisitions, and other key administrative roles); and (3) career staff who will be critical to implementing the new administration's policy priorities.
- ☐ Prepare briefings for incoming agency heads and White House staff on key aspects of their new positions, including staff roles, current challenges, important functions of their job and agency, and other critical information.

APPENDIX 5.1

Memorandum for Agency Review team leaders

Source: Obama-Biden Transition Project documents
November 9, 2008

To: Agency Liaison Teams
From: Agency Review Working Group
Subject: Information on Transition Agency Review Process

Thank you for volunteering your time and expertise to support the work of the Obama Transition Agency Review process. Your work will be critical to the success of the transition. Before engaging with Agency officials, you will have signed the transition ethics pledge, and this memo will provide you with background information on the broader transition project; the mission, objectives and operation of the Agency Review Working Group; and your role and responsibilities as a member of a post-election Agency Liaison Team ("ALT"). While we have tried to create as much structure around this process as possible, please understand that the transition environment will be very fluid, with changing personnel and requirements. We will need you to be both flexible and patient as we work through the inevitable "bumps in the road" that we will experience. Most importantly, please remember that we are temporary custodians of President-Elect Obama's incoming administration.

Mission and Objectives of Agency Review Working Group

Working in concert with the Transition Advisory Board and other Transition teams, the Agency Review Working Group's mission is to complete a timely and thorough review of the key departments, agencies and commissions (together, "the agencies") of the United States government, as well as the White House, and to provide the President-elect and his key advisors with the information necessary to make strategic policy, budgetary and personnel decisions prior to the inauguration. It will also ensure that senior appointees have the information necessary to lead their departments, begin implementing signature policy initiatives, and score early victories after the inauguration. During the post-Election Day transition period, the agency teams will work with Bush Administration officials to gather and organize material that will inform the President-elect and key advisors' policy and budget planning process (e.g., the budget, executive orders) and personnel selection, and provide background information for appointees who must navigate the confirmation process.

The Agency Review Working Group is chaired by Don Gips, a member of the Transition Advisory Board, Melody Barnes and Lisa Brown, and includes eight other individuals, most of whom are responsible for overseeing one or two groups of agencies: Louisa Terrell (representing Vice President-elect Biden); Seth Harris (Education and Labor; Transportation), David Hayes (Energy and Natural Resources), Reed Hundt (International Trade and Development and Economics); Sally Katzen (White House; Government Operations), Tom Perez (Health and Human Services; Justice and Civil Rights; Sarah Sewall (State, National Security, Defense, Intelligence and Arms Control); Tom Wheeler (Science, Technology, Space, Arts and Humanities), Ray Rivera (Outreach Coordinator) and Jon Wilkins (Senior Advisor). (A contact list for the Agency Review Working Group is attached.)

We have identified federal executive branch and related agencies that the agency liaison operation will examine during the transition period. This list includes every agency over which the President has either direct or indirect influence. As a result, the list includes both executive branch agencies which the President directly controls and so-called independent, legislative agencies which are not directly controlled by the President. We have also included commissions where the President appoints leadership or a significant number of commissioners.

For management purposes, we have organized the agencies into the ten groups listed above and prioritized each agency within those groups. (See attached list.) The groups are the agency liaison operation's management structure. Agencies with related or overlapping policy jurisdictions have been grouped together so that one member of the Agency Review Working Group can manage the

ALTs conducting agency liaison examinations in those agencies. Thus, the Working Group members are the senior managers of the agency liaison operation and responsible for its success. The Agency Liaison Team Leaders are the management layer below the Working Group and share a substantial share of the responsibility for the success of the agency liaison operation, working directly with ALT members and interfacing with the Working Group member responsible for their agency.

The work of the Agency Review Working Group has been divided into two phases: (1) pre-election and (2) the official transition post-election. The pre-election work is described briefly below to provide context for the post-election work in which you will be engaged, which is subsequently addressed in greater detail.

Pre-Election Work

During the pre-election phase, small agency review teams reviewed and analyzed key public information about each agency. Working in concert with centralized researchers, the teams produced four core products, each of which will be provided to you:

1. A two-page Executive Summary for Senator Obama, Senator Biden, and the Transition Advisory Board that summarizes the key priorities, opportunities and issues facing the agency in light of candidate Obama's promises relevant to that agency.
2. A 20 page Roadmap for the post-election agency liaison team (plus the Agency Review Working Group and Transition Advisory Board) outlining the high priority issues and opportunities they need to learn more about based on the publicly available information. This is a strategic document rather than a summary of information known about the agency; it reflects the Agency Review team's judgment about the key strategic issues facing the agency based on both their review of the data file described in subparagraph 4 below and their independent knowledge of the agency.
3. A prioritized list of contacts in Congress and other outside stakeholders who should be contacted and consulted for additional input soon after the election. This list will be used both by the Agency Liaison team to obtain important additional information about the agency following the election and by the post-election Congressional liaison and public liaison teams to organize public outreach.
4. A virtual Agency Data File of public background information regarding the mission, organization, personnel, and budget of each agency along with legal, legislative and regulatory data about the agency. The data file also includes all of candidate Obama's promises about what he would do as President that are relevant to the agency.
5. Part of your job, as detailed below, will be to build on these documents, incorporating information that you learn over the course of your agency review.

Post-Election Transition Work

You have agreed to help us during the post-election official transition period, during which time expanded agency teams will work with Bush Administration agency staff to supplement the information gathered prior to the election with critical internal information about the agency. The goal of the post-election transition work is to provide the President-elect and Agency head nominees/appointees the information necessary first to navigate the confirmation process and then to hit the ground running the day after the inauguration. Your role is to (a) "raise the flag" for the new administration, (b) obtain information and answer critical questions regarding your agency so that President-elect Obama and the incoming head of your agency can implement the President-elect's priorities, (c) uncover land mines that the new administration will need to defuse shortly after taking office, (d) prepare senior appointees subject to the confirmation process, and (e) provide options for a first-year agenda for senior agency leadership.

Agency Liaison's Role

The principal role of the agency liaison operation is to collect information from the federal agencies which the transition team and the new administration will need. It is not to create policy. This is a service function. Agency liaison teams will collect information to be used by other parts of the transition team and by the incoming administration—the FY 2010 budget planners, the policy planners, the transition team's personnel operation, and the President-elect's designees and their confirmation teams and incoming staff, among others.

EXHIBIT 2
185

The agency liaison teams' secondary role is to signal the arrival of the new administration. The agency liaison operation will be the public face of the new administration for many in the executive branch and beyond. In this sense, agency liaison staff will represent the President-elect to the people with whom they work. While the remainder of this memorandum will focus on the agency liaison's principal role, you should keep this secondary role in mind during the coming weeks and recognize that your interactions with agency employees will impact how they view the Obama administration.

The agency liaison operation will fulfill these two roles by sending teams of transition staff members into each agency during the transition period to interview incumbent agency leaders, career managers and selected staff, and to collect documents from the agency's staff. ALTs will also conduct outreach to Members of Congress and relevant stakeholders in consultation with the Transition's Office of Congressional Affairs and Office of Public Liaison.

Group 1 agencies—the largest and most complex agencies—will be subjected to the most thorough examination, with in-person interviews of everyone who matters in the agency—political leaders, career managers, budget officers, and personnel officers, for example and collecting a considerable number of documents on-site. Group 2 agencies tend to be smaller and less complex, potentially requiring slightly less labor-intensive and time-intensive examinations. Working Group members have some flexibility with respect to authorizing the Group 2 ALTs to modify how they perform their examinations (eg, while the Group 2 ALTs should conduct in-person interviews, the team lead and responsible Working Group member might agree that they need not interview every senior manager in their agencies) and on-site document collection will remain important, but there likely will be fewer documents to collect. Group 3 agencies are small and generally the least complex. While it is important that the team lead personally go into the agency to "raise the flag" soon after the election, much of the agency examination can occur by letter, phone, and email.

Work Products: Each ALT will generate the following products that build on what was compiled during the pre-election period:

1. An updated two-page "Executive Summary" for the incoming Agency head, the heads of other agencies, Transition policy groups and White House policy councils that summarizes the key priorities, opportunities and issues facing the agency in light of President-elect Obama's promises relevant to that agency. This document is likely to be quite similar to the pre-election version, but should be updated as necessary to reflect newly obtained information.
2. A 25 page "Agency Strategy Paper" fleshing out the issues identified in the Executive Summary for the incoming Agency head and senior Agency leadership (plus the Agency Review Working Group). This Briefing Paper is both a distinct document and Sections 2-4 of the User's Manual described in the following paragraph, an outline of which is attached. This paper should identify the big strategic questions facing the agency in light of candidate Obama's proposals during the campaign and the big decisions that will need to be made about those questions. The goal is not to make the decisions, but rather to present options and identify choices to be made. If possible, it should define a vision for the agency, but should be honest if different visions or philosophies are possible within the boundaries of the President-elect's stated positions on the issues. The paper should be no more than 25 pages, as anything longer is unlikely to be read.
3. A large and comprehensive virtual data file or "User's Manual" of information regarding the mission, organization, personnel, technology and budget of each agency along with legal, legislative and regulatory data about the agencies. A considerable amount of the information to be included in the User's Manual was collected in the pre-election Agency Data File, and your job is to complete the file with information that was not publicly available which you learn over the course of your transition work in the agency. An outline of the User's Manual is attached along with a more detailed memorandum regarding the budgetary information to be collected by each ALT. The audiences for the particular sections of the User's Manual are listed in the outline; in particular, the sections relating to the budget, technology and personnel will be shared respectively with the OMB team preparing the budget; the Technology, Innovation and Government Reform working group; and the personnel team, and will be discussed at the ALT orientation session. The goal is to have the User's Manual be as useful as possible for incoming senior management at the agency. With the exceptions of Sections 2-4 which you complete carefully and comprehensively, you should consider the User's Manual outline as starting point for your information collection, and should work with your ALT Leader and Working Group member responsible for your agency to determine the most useful information to collect.
4. Priority 1 and 2 agencies will also produce a budget memo for the OMB team which will be prepared in consultation with them under guidelines described by the ALT Leader.

All of these documents will be collected in a virtual data room. You will receive a separate memorandum explaining how to access the virtual data room, and we will provide you with access to the data room folder for your agency.

Your work may necessitate coordination with the work of one or more other Agency Liaison teams and/or with the work of one of the Transition Policy Working Groups: where your agency has substantive responsibilities that overlap with the work of other agencies (e.g., EPA, DOJ's environmental enforcement division and CEQ); where a Transition Policy Group is developing policy for your agency (e.g., education); and/or where it will take a number of agencies to effectively address an issue and we want to encourage cross-agency creative, cooperative thinking (e.g., financial sector reform). It is the responsibility of the Working Group member responsible for your agency to ensure that all of this coordination occurs efficiently, and the ALT Leader should work closely with him or her to structure that coordination.

Congressional and Stakeholder Outreach and Intake: Each ALT will work with the Transition's Office of Congressional Affairs run by Phil Schiliro and Office of Public Liaison run by Mike Strautmanis to conduct outreach to core communities as well as to handle incoming requests for meetings. This outreach was not conducted during the pre-election period, so it is essential that it be done quickly and thoughtfully post-election. As mentioned above, an outreach plan for each agency was developed as part of the pre-election process which should guide the ALT's post-election outreach. Both congressional liaison and public liaison functions will be managed centrally by the Transition's Offices of Congressional Affairs and Public Liaison, and all meetings—both outreach desired by the ALT and those responsive to incoming requests—should be coordinated with your contacts in those offices. Your Working Group member will inform you of your point(s) of contact in each office. You should be in "receive" mode during meetings with outside groups, listening to and recording their opinions, and your meeting notes should be memorialized in the congressional and public liaison databases and shared with Transition policy groups and others as appropriate. Anyone desiring to provide personnel recommendations should be sent directly to Transition Personnel.

Advisors Team

Each ALT will have a small team of outside Advisors to provide information and support. Advisor Teams will be responsible for: a) answering specific questions from the ALT about the agency or policy through written memos; b) reviewing materials submitted by outside interest groups and providing 1-page summaries to the ALT; and c) talking or meeting with interested individuals (at the request of the ALT) and providing 1-page summaries to the ALT. The Advisor operation is being run by Michele Jolin and Lisa Ellman and each agency Advisors Team will have a specific person designated as the Liaison with the ALT. The ALT member responsible for congressional and public liaison should be the person interfacing with the Advisor Liaison.

Agency Liaison Time Line

To be useful to the confirmation, budgeting and personnel process, the work must be conducted and completed in a very short period of time. The schedule set forth below is very tight, but necessary if our work is to feed into the broader transition process.

Priority 1: Agencies

- November 26: Draft 25 page Agency Strategy Paper (and 2 page Executive Summaries with any revisions) due to Working Group Member
- December 1: Budget Memo due to OMB team
- December 8: Final Papers
- December 12: User's Manual

Priority 2 Agencies

- December 1: Budget Memo due to OMB team
- December 5: Draft 25 page Agency Strategy Paper (and 2 page Executive Summaries with any revisions) due to Working Group Member
- December 15: Final Papers
- December 19: User's Manual

Priority 3 Agencies

- December 12: Draft 25 page Agency Strategy Paper (and 2 page Executive Summaries with any revisions) due to Working Group Member
- Final Papers due December 19
- No User's Manual

The papers and Users' Manual are not the only means through which you will be expected to convey the information collected by your ALT. You should be prepared to provide sections of the Users' Manual to other components of the transition team before the deadline for completing the Users' Manual. In addition, your ALT may be called upon to provide verbal briefings or syntheses of the information the ALT has collected at various times during the transition period to be of service to other components of the Transition.

Rules of the Road

Agency Contacts. The transition team and the incumbent administration have entered into a memorandum of understanding ("MOU") establishing the terms for access to agency personnel and documents. Pursuant to the terms of the MOU, no member of the transition team may contact any agency leader or other agency personnel or seek to review internal agency documents until the Transition's leadership has contacted the White House and authorized the ALTs to proceed.

The MOU requires that the transition team conduct transition activities involving a particular Agency through the contacts authorized by the Administration. Specifically, you will have to receive permission from a designated contact person in each agency before your ALT may interview or receive documents from any agency leaders or other personnel. Agency Liaison Team Leaders have the responsibility for managing any notifications that must precede these contacts and the contacts themselves. The MOU also provides that only those transition staff people included on lists provided to the incumbent administration may speak with agency leaders or other personnel or review agency documents. In other words, only bona fide members of the ALTs whose names have been provided to the incumbent administration in advance would be permitted to participate in the ALT's examination. The transition is also required by the Presidential Transition Act to disclose the names and most recent employment of all people serving on President-elect's agency transition teams, along with any sources of funding supporting their work on the transition.

Access to Classified and Non-Public Information

All government documents provided to ALT by an agency must be handled appropriately. There will be a detailed discussion of this topic at your orientation, but the fundamental rules are set forth below.

- Classified Information:
  Most importantly, only team leaders and team members with appropriate security clearances and a need to know, and who have also signed the appropriate non-disclosure form, should request or be given access to classified materials. The transition team's offices have a SCIF and classified materials can be reviewed and stored there in consultation and coordination with the national security team.

- Non-Public Information:
  The attached Agency Review Information and Document Policy sets forth in detail the Transition's policy regarding the acquisition, handling, and use of confidential documents and information. To summarize:
  - Information You Should Never Request or Accept: ALT's should not request or receive any personnel files, attorney-client privileged information or non-public information concerning enforcement actions, lawsuits, and adjudications.
  - Procedures for Requesting, Maintaining and Sharing Non-Public Information: The MOU specifies rules for the disclosure of non-public information to Transition team members and procedures for resolving disputes regarding disclosure of such information. These rules and procedures are set forth in the attached Agency Review Information and Document Policy and you must comply with them. Practically speaking, the Agency Liaison team leads will serve as the first point of contact when disputes arise over the disclosure of purportedly non-public information. If you cannot resolve a dispute, you should bring it to the attention of the Working Group member responsible for your agency, who will bring it to the attention of the appropriate Transition officials and work with incumbent administration officials to resolve the dispute. Non-public information cannot

be shared with anyone who is not authorized to see it. We have accordingly established clear procedures for the storage of this information, which are set forth in the attached Agency Review Information and Document Policy.

- Independent Agencies:
  Particular care is required when reviewing an independent agency in order to avoid the appearance of improperly intruding on their independence. Review of independent agencies should be based on the understanding that the primary purpose of the review process is to make sure that the President-elect and his personnel team have adequate information about what is pending in the agency to make informed decisions in the appointments process. The specific procedures to be followed when reviewing independent agencies are set forth in the attached Agency Review Information and Document Policy.

- It is the responsibility of the ALT Leader to assure that only transition team staff with appropriate clearances have access to classified materials, that non-public information provided by the administration is handled appropriately pursuant to the terms of the MOU, and that interaction with independent agencies is handled appropriately.

Agency Decision-Making.
President-elect Obama does not take office until after the inauguration. Accordingly neither he nor his transition team has any governmental decision-making power during the transition period. When you are engaging with agency officials, it is vitally important to remember that your job is information collection and you should not attempt in any way to influence an agency decision or to put yourself in a position where you appear to approve or disapprove of a decision.

Press Inquiries.
You may well receive inquiries from the press about the Transition and your role. You should not talk to the press and should refer all calls to Dan Pfeiffer **[REDACTED].**

Confidentiality and Contacts.
Given the sensitivity and volume of the work to be done in a very short time, it is important that we maintain strict confidentiality and streamline the transmission of information. Therefore, please keep the following in mind:

All information regarding the operation of your agency team, the Agency Review Working Group and the broader Transition Project should be treated as confidential.
- Your work product should be provided in the first instance to the Working Group member responsible for your agency. Any requests for information from other Transition components should be run through your Working Group member.
- Any questions regarding the work of your agency liaison team should go first to your ALT Leader and then to the Working Group member responsible for your agency, and all contacts with Agency Review Working Group members and coordination with other agency review teams or Transition Policy Working Groups also should be funneled through him or her. If you have a high-priority, time-sensitive question and are unable to reach your Working Group liaison, you should contact **[REDACTED]**.
- Questions regarding ethics issues should go to the relevant lawyer on the attached sheet. Questions regarding access to or storage of non-public information should be directed to **[REDACTED]**.
- Questions regarding credentials, equipment, travel and other administrative matters should be directed to **[REDACTED]**.
- Each ALT should compile a contact sheet with the name; work, home and cell phone numbers; and email address for each member of their agency team and to provide it to the Working Group Member responsible for your agency to facilitate rapid and efficient communication.

Working Environment
The work produced by our team is critically important and serves as a foundation for policy, personnel and budgetary decisions at the highest levels. However, the process that will produce an excellent final product is not glamorous. Newspaper articles won't—and shouldn't—be written about the inner-workings of our team. **Accordingly, by accepting this role, you agree that you will not—now or in the future—author, contribute to, or comment for any media stories or articles about our work or work**

product without advance permission. Discussing this work with the media without prior approval will result in immediate dismissal. You have also agreed to abide by a strict ethics policy. The bottom line is that you should enter into this work for only two purposes: the satisfaction of serving our country and creating the best foundation possible for the success of the new Administration. While many of you may be interested in serving full time in the Administration, you should do this work on the clear understanding that here are no promises regarding future engagement with the new Administration and that your position on the transition team does not advantage you in pursuit of these jobs.

Finally, in addition to your substantive expertise and political savvy, we asked you to work with us because we strongly believe you share President-elect Obama's "no drama" work ethic: we must all leave our egos at the door and put our work ahead of any personal agendas. We look forward to a collegial and fast-paced environment.

Thank you again for your vital contribution to the Transition Project and we very much look forward to working with you.

APPENDIX 5.2

Memorandum on Agency Review Information and Document Policy

Source: Obama-Biden Transition Project documents
November 9, 2008

To: Agency Review Teams
From: Jon Molot & Lisa Brown
Re: Agency Review Information and Document Policy

As a member of an agency review team for the Transition, it is vital that you follow Transition policy regarding the acquisition, handling, and use of confidential documents and information. All Transition personnel must of course respect the confidentiality of our work and we have all signed an ethics form to that effect. As members of an agency review team who will be going into government agencies, however, your obligations extend beyond that general duty of confidentiality. There are a number of laws governing administrative agencies that will bear upon your acquisition, handling, and use of confidential information. In addition, your access to information will be governed by a Memorandum of Understanding executed by the Transition and the Administration ("MOU"), relevant provisions of which are included at the end of this memo.

This memo is intended to provide guidance on three sets of core issues you will encounter as you proceed with your work: (1) there are certain categories of confidential government documents you should avoid acquiring in the first place; (2) once a confidential document is in your possession – whether obtained from the government or created by Transition personnel – you must follow specified procedures in handling that document; and (3) before you incorporate any confidential information into your finished product, you must revisit whether that information was obtained and handled properly and be sure that you present the information in a manner that is sensitive to its confidential nature and tailored to its audiences. In addition, the memo provides special guidance for agency review teams charged with reviewing independent regulatory agencies, as those teams will encounter special problems and will have to take care to avoid the appearance of intruding upon agency independence.

The memo is intended as a high-level roadmap. As specific questions arise, you should initially contact your agency Team Leader. Team Leaders and working group members will be in regular touch with the Transition's legal team for guidance on document access and handling. If a Team Leader cannot resolve a problem with his counterpart in the Agency, the Team leader will bring the matter to the attention of the working group member who oversees your agency. That working group member will coordinate with **[REDACTED]** to pursue a resolution with the Administration.

If you have any questions on this memo, feel free to contact **[REDACTED]**.

GUIDELINES ON ACQUIRING INFORMATION & DOCUMENTS

DO NOT SEEK OR ACCEPT

- **Personnel Files Protected by the Privacy Act (Paragraph 7 of MOU)**
  - Do not request or accept access to any individual's personnel file. In the course of your interviews you will likely learn a great deal about current agency personnel, and may become privy to sensitive information, such as which civil servants are likely to be more or less sympathetic to the new administration's policy agenda. There is no legal prohibition on acquiring this sort of soft, informal information. You may not, however, obtain more concrete information from an employee's personnel file, such as performance evaluations, disciplinary records, employment history etc.

- **Attorney-Client Materials (Paragraph 7 of MOU)**
  - Do not request or accept any documents protected by attorney-client privilege. In the course of your investigation, you may request and accept documents summarizing and/or analyzing pending lawsuits, investigations, or rulemakings. To the extent that you

learn of documents that are marked confidential and written (1) by any employee of the agency to an agency lawyer requesting legal advice or (2) by an agency lawyer to any employee of the agency providing legal advice, you should not accept these documents. To accept these documents would risk violating the agency's attorney-client privilege

AVOID NON-PUBLIC INFORMATION REGARDING ADJUDICATIONS

- **Adjudication versus Rulemaking**
  - Agencies sometimes make policy through rulemaking proceedings with broad public participation and sometimes make (and enforce) policy through case-by-case enforcement actions, litigation and other adjudications involving specified private parties.
  - The law strictly prohibits agencies from engaging in off-the-record, ex parte communication regarding adjudications, but is more forgiving of free exchanges of information regarding rulemaking proceedings.

- **Information Regarding Adjudications, Enforcement Actions and Litigation**
  - You should not request, accept, or discuss non-public information regarding adjudications, enforcement actions, or lawsuits involving private parties. You may request and accept public information regarding pending enforcement actions, lawsuits, and adjudications. You may also request and accept information regarding future enforcement plans on a general level—that is, information that does not discuss individual parties. You should not, however, seek or accept confidential information regarding pending or planned actions against or involving specified private parties. To do so may be deemed to violate administrative law prohibitions against ex parte communications and/or to prejudice the rights of private parties.

GUIDELINES ON HANDLING INFORMATION & DOCUMENTS

TREAT ALL DOCUMENTS AS CONFIDENTIAL

- **Government Documents**
  - Any document received from any agency, even if a public document, should be kept confidential within the Transition and not shared with anyone outside the Transition. Electronic copies should be stored on your agency review team's portion of the Transition's virtual private network. Do not store documents in your home or private office or on your personal computer, except with express permission from your team leader.

- **Transition Prepared Documents**
  - Any document prepared by Transition personnel, even if it does not appear to contain non-public information, should be kept confidential within the Transition and not shared with anyone outside the Transition.

FOLLOW SPECIAL PROCEDURES FOR "LIMITED ACCESS" DOCUMENTS

- **"Limited Access" Documents (Paragraph 10 of MOU)**
  - Both (1) non-public documents obtained from the government and (2) Transition-generated documents containing non-public government information should be prominently labeled "limited access" and should be shared only with authorized members of your agency review team and other expressly authorized Transition personnel.

- **"Limited Access" Label and Storage**
  - "Limited Access" documents should be labeled: "CONFIDENTIAL DOCUMENT. LIMITED ACCESS ONLY. THIS DOCUMENT CAN BE SHARED ONLY WITH AUTHORIZED INDIVIDUALS"
  - "Limited access" documents should be stored only in the separate, password-protected section of your agency review team's portion of the Transition's virtual private network, or, in the case of hard copies, in a separate "Limited Access" file in the team's office at the agency.

- **Distinguish from Classified Documents (Paragraph 9 of MOU)**
  - Most agency review teams will not have access to any classified (secret) documents. Access to classified documents is restricted to those with the requisite clearance and need to know, and maintenance of such documents must comply with rules for documents with those classifications.

SEGREGATE DRAFTS AND INTERNAL MEMOS FROM DELIVERABLES

- **Finished Products versus Drafts and Internal Memoranda**
  - The only documents prepared by your team that should ever become part of government files after January 20 are the finished products delivered by your team leader to your final audience.
  - As January 20 approaches you will receive additional guidance on what you should do with drafts, internal memoranda, and other documents.

GUIDELINES ON PREPARING DELIVERABLES

DO NOT INCLUDE LIMITED ACCESS DOCUMENTS IN DELIVERABLES

- **Appendix not to Include Limited Access Documents**
  - To the extent that your User's Manual includes copies of original government documents in an appendix, the appendix should not include limited access documents.

REVIEW FINAL DRAFTS TO EXCLUDE PROHIBITED INFORMATION

- **Correct Earlier Errors**
  - To the extent that your agency review team has acquired information it should not have, the negative consequences of this error will only be compounded if the information is included in any finished products.

- **Submit Finished Products for Central Review Before Delivery**
  - Before an agency review team leader delivers a finished product to its target audience, the team leader will obtain clearance from a Transition lawyer to ensure that it does not include inappropriate confidential information.

ANTICIPATE AUDIENCE REACTION

- **Tailoring Information for the Target Audience**
  - Agency Review memoranda are intended to be useful to appointees, senior agency personnel, White House policy teams, OMB officials, and White House personnel involved in the nomination of senior appointees in agencies. (As noted below, however, the target audience for independent regulatory agencies will not include White House policy teams.)
  - Be sure to present the materials in a manner most useful to those audiences—highlighting the ways in which the campaign's stated policy goals relate to matters pending in the agency.

- **Anticipating Other Audiences**
  - Despite our efforts at confidentiality, you should write every document with the expectation that the documents will be read by people outside the targeted audiences. (They may even be leaked to the press.)
  - The substance and tone of your deliverables should accurately reflect the law and policy in your agency and, where critical of Bush administration policy, should be respectful and cast no aspersions or make personal judgments about agency personnel or any current or past agency officials.

- **Oral Briefings as a Complement to Written Deliverables**
  - Your investigation may produce information that is appropriate to share with the White House and/or nominees for agency positions, but which might have negative repercussions if leaked to a broader audience. In those instances you should consider carefully whether the information can be conveyed in oral briefings and left out of your written deliverables.

EXHIBIT 2
193

SPECIAL GUIDELINES FOR INDEPENDENT AGENCIES

To avoid the appearance of improperly intruding on agency independence:

STEP I—BE TRANSPARENT AND DEFERENTIAL FROM THE START

- Your team leader should contact the Chair and/or his Chief of Staff and set up an initial meeting in which the team leader explains what your team needs to collect.
- At that meeting, you should give the Chair the option of either (1) inviting you to come into the agency to gather the relevant documents and interview the relevant agency staff, or (2) having the Chair's Office itself oversee the initial gathering of this information which it would then provide to you. If helpful, you may provide the Chair with a copy of the Independent Regulatory Agency Users' Manual outline as a starting point and discuss the information you plan to collect.
- If the Chair chooses to gather the information himself, you should say that you would like to follow up with interviews with all of the Commissioners and senior staff (as appropriate) to make sure you have an accurate sense of pending issues.
- You should make clear that your information collection efforts have only three purposes: (1) to provide the President-elect and his personnel team with adequate information about the agency to make informed decisions in the appointments process; (2) to brief the President-elect's nominees and assist them in the confirmation process; and (3) to inform incoming OMB personnel about any budget or management issues. Make clear that you have no authority on matters of regulatory policy and will not offer opinions on pending rulemaking proceedings, lawsuits, enforcement proceedings, or agency adjudications.
- If the Chair refuses to gather the information AND denies permission to collect the information, please immediately contact your working group leader.

STEP 2—MAINTAIN CONSISTENT TONE IN FOLLOW UP INTERVIEWS

- In the course of interviewing other Commissioners and staff, you should explain your mission just as you did to the Chair.
- Commissioners and staffers may offer additional useful information beyond what you request, such as their views on which civil servants are likely to be more or less sympathetic to the incoming Administration's policy goals. You should avoid any questioning designed to elicit this sort of information, however, as your questions may be perceived as an unwarranted intrusion upon agency independence. You should never suggest, through your conduct or questions, that you expect the White House to control agency policymaking.

STEP 3—FINISHED PRODUCTS MUST REFLECT AGENCY INDEPENDENCE

- Draft all of your deliverables as if they will be read not only by your intended audiences, but also by the current Commissioners and their staffs.
- Your deliverables should, in tone and substance, reflect the limited scope of your work: (1) to educate the President-elect and the Transition team's personnel team to inform their appointment decisions; (2) to prepare appointees for office; and (3) to provide limited information to the new OMB. You should not suggest in your deliverables that agency policy can or will be controlled by the White House.

RELEVANT PROVISIONS OF THE MOU

Paragraph (7)

- "In order to facilitate a smooth transition, it likely will be necessary in some circumstances to provide specified transition personnel with access to non-public information that may be protected by constitutional, statutory, or common law privileges, and material whose distribution is otherwise restricted by law. The Chief of Staff has advised the Chair of the PETT that Administration personnel will take steps required by law, including Executive Branch standards of conduct, the Privacy Act, and the attorney-client privilege, to protect such information. In particular, a government employee may not allow the improper use of non-public information to further his own private interest or that of another by knowing unauthorized disclosure. 5 C.F.R. 2640. The PETT recognizes that there is some information that the Department or Agency may not be able to provide in order to comply with statutory requirements, or otherwise preserve applicable privileges."

Paragraph (8)

- "In order to facilitate a smooth transition and provide a mechanism for expeditiously addressing any concerns, including ethical, privacy, and privilege concerns, regarding access to non-public information as described in paragraph (7), the Chief of Staff and the Chair of the PETT will each

designate in writing an individual or individuals authorized to confer in order to resolve such concerns informally."

Paragraph (9)

- "The Chief of Staff further advises that, before providing any classified information to a member of the PETT, pursuant to Executive Order 12958, as amended, it must be established:
    - That the member has the security clearances necessary to have access to that information, and the requisite need to know, and
    - That the member has signed the requisite non-disclosure agreement."

Paragraph (10)

- "The Chief of Staff advises that, before providing non-public information (including classified information) as described in paragraph (7) to a member of the PETT authorized to receive it under the guidelines established in this memorandum, Departments and agencies will expeditiously:
    - Brief the Transition Team member on the importance of maintaining the constitutional, statutory, and/or common law safeguards afforded the non-public information.
    - Clearly label non-public records provided to Transition Team personnel with a warning against subsequent disclosures to unauthorized individuals, including unauthorized members of the Transition Team.
    - Specifically advise Transition Team members that non-public information provided to them cannot be shared with other Transition Team personnel unless those other personnel satisfy the requirements for access to that information set forth in the memorandum.
    - Require the Transition Team member to sign a statement representing that, to the best of the member's knowledge, he or she has no financial interest or imputed financial interest that would be directly and predictably affected by a particular matter to which the information is pertinent. The Department or Agency may require such additional information from the Transition Team member as the Department or Agency deems necessary, in light of the proposed disclosure.
    - Where advisable, prohibit the Transition Team member from removing the records containing non-public information from the offices of the Department or Agency.
- Upon Request from the EOP, a Department, or an Agency, the PETT will provide a written statement indicating the Transition Team member's need for access to the non-public information. The statement of need will be provided by the Chair of the PETT (or his designee) to the Chief of Staff (or his designee).
- Department or Agency personnel shall make a written record of any disclosure of non-public information made to a member of the PETT."

Paragraph (11)

- "It likely will be necessary for members of the PETT to share with the Administration information that they wish to be kept confidential. Accordingly, to the extent permitted by law, the Administration agrees to protect the confidentiality of information provided to it on a confidential basis by the PETT."

Paragraph (12)

- "Any disagreements between the Administration and the PETT concerning the subject matter of this memorandum that are not resolved informally pursuant to paragraph (8) or otherwise will be referred by the Administration to the Chief of Staff (or his designee) and by the PETT to the Chair of the PETT (or his designee)."

Paragraph (13)

- To the extent permitted by law, the Administration with respect to its staff members and the PETT with respect to its transition team members, state that they intend to take appropriate steps to discipline any person who fails to comply with the terms of this agreement."

APPENDIX 5.3

Budget Memorandum for Agency Review Team Leads

Source: Obama-Biden Transition Project documents
November 4, 2008

Memo to Post-election Transition leaders

From: Bo Cutter, OMB Transition team leader

The following memo is intended to begin specifying context and budget development plans for the transition and to identify specific budget related tasks we need to ask of the post-election transition agency teams.

1. Obama Administration deliverables: The post-inauguration Obama Administration is expected:
   a. To present an economic framework at the end of Feb. This framework will provide an overview of economic policy, and a "top-line' 2010 budget (as well as any proposed changes to FY2009), all within the context of President Obama's overall economic vision.
   b. To deliver to the Congress a full 2010 budget in mid-April.

2. Schedules: accomplishing this necessitates very tight pre and post inauguration schedules. The transition teams will not make budget policy; that is the task of President Obama's appointees. Our task is to lay out a clear process and provide a strong foundation, specifically:
   a. A detailed pre and post inauguration schedule; and
   b. Fully analyzed current services budget numbers; all with the intent of putting the Obama Administration in the position to have formal budget instructions and OMB Director's budget "marks" transmitted to the Executive branch agencies the day after inauguration.

3. Briefings: We anticipate, very broadly, 3 kinds of briefings:
   a. Agency transition team briefings: as soon as possible post-election; focusing principally on process and schedule.
   b. Cabinet level briefings: as soon as cabinet appointments have been made. A separate transition group is organizing a Cabinet level process of which an OMB briefing effort will be an important part.
   c. President-elect briefings: a series of options and decision meetings will be held with agenda and schedule to be decided by transition leadership.

4. Agency team budget preparation memo's we need a memorandum from each of the Cabinet agency teams by Dec. 1, covering the following topics:
   a. Current services and cost savings: the Bush Administration is preparing to leave current services numbers only (not budgets) for all agencies except State, DOD, and Homeland Security. The budget offices of each department agency will have the numbers. Given the fiscal challenges ahead and the need to make room for new initiatives, your memo should indicate how the Obama 2010 budget process could achieve a 3% and 10% reduction from these current services numbers should this become necessary.
   b. Specific campaign budget goals: we have prepared a list of budget goals we could identify. Your memo should provide a prioritization and rank ordering of these goals and identify any we have missed. Most of these goals are stated in specific dollar terms, but your memoranda should provide us with estimates if there are none stated on the list. They are all important; the issue is how and when we fit them into Obama Administration budgets.
   c. Major initiatives, options and costing: Please provide us with the options and pricing that you have developed for major Obama Administration initiatives. We want to underline that the formal budget process can only occur after the Obama Administration

takes office, and only President-elect Obama's appointees can make policy decisions. But we will need to array the options and associated costs for all of the major initiatives so that the President-elect and his senior staff and cabinet appointees can begin a process.

d. "Landmines" in the current services numbers: There may be much more, or much less than is appropriate that was put in some agency or sub agency current services estimates by departing Bush Administration appointees. For example, operating expenses of essential services – prisons, national forests, etc – may be understated with the budget dollars shifted somewhere else. Your memo should identify these specifics and show how you would alter current services numbers to reflect these cases. And we should underline that we do not know this has happened.

e. Regulations and executive orders: a separate transition group will be preparing a "stop" order for all pending Bush Administration regulations. Your memo should identify particularly troublesome regulations which require immediate attention; and it should do the same for Bush Administration Executive Orders/Directives/ Memorandum. Remember: these stay in effect until they are explicitly changed.

    i. In addition, there will be pending or newly created regulations which the Agency teams believe should go through quickly. Please identify those as soon as possible.

f. Scheduled testimony, legislation, etc: your memo should identify all major scheduled events or actions of a budgetary nature that will occur with your Agency during the first 3 months post-inauguration. For example, specific annual required testimonies, or expiring legislation.

g. I want to underline that we are not asking for budget decision memos. The formal budget process will begin immediately after inauguration when agencies will be given targets and asked for responses by the OMB director nominated by President Obama.

5. Major initiatives: Senator Obama has stated significant goals with respect to a few major initiatives. We expect the Obama Administration will follow through on these goals, but prioritization and sequencing is required. Decisions regarding these major initiatives will be made by the President-elect and his principal advisors in a separate process during the transition.

6. Expectations: As is the case in all transitions, funding expectations in every area of the federal budget are enormous. But this time, more than ever, budget room is extraordinarily limited. In your meetings with agencies, the Hill, and external interest groups, you should do everything you can do to ensure that this is well understood.

7. Context: the FY2009, 2010 deficits will be substantial. Given the severe economic turndown and the on-going financial crisis, these deficits are expected and appropriate. But the appearance and reality of fiscal control is also essential. The Obama Administration will likely be judged—to an important degree—by its ability to manage the current economic and financial crisis while simultaneously beginning to gain control over our country's long run and deep fiscal problem.

APPENDIX 5.4

Outline for Agency Review Two-Page Summary Memorandum

Source: Obama-Biden Transition Project documents

I. Overview of the Agency
   a. Mission and main components
   b. An attached organization chart populated with budget and headcount

II. Strategic priorities/opportunities for the Agency [offense: President-elect's agenda]
   a. Major Promises/Commitments made by the President-elect relative to the Agency
   b. Strategic Vision for the Agency—Year One and long term
   c. Opportunities (including those identified by the transition policy groups) to achieve priorities of the new Administration, e.g., executive orders (new and ones needing to be revoked), secretarial orders, regulations, legislation, bully pulpit. Also include reference to any cost-saving opportunities involving non-strategic areas in the agency budget.
   d. Important changes to intra- or inter-agency organizational structure that will be necessary to achieve strategic goals

III. Major Looming Issues [defense: what the new Administration is going to have to deal with regardless]
   a. Major legislative issues relevant to the department that will arise in Year One which the Administration will need to address (e.g., big reauthorizations)
   b. Key organizational issues requiring attention in Year One
   c. Important regulatory issues relevant to the department (e.g., new or problematic regulations)
   d. Major litigation issues relevant to the department (e.g., important SCOTUS or lower court cases)
   e. Key policy issues for the department (including problems and time-sensitive issues)
   f. Major budget/procurement issues

IV. Senior Personnel Issues
   a. Key positions within the department and order in which they should be filled
   b. Qualifications we should be looking for in filling those roles, and political/substantive signals that will be sent by choices made
   c. Senior positions that should be eliminated or newly-created in Year One

APPENDIX 5.5

Annotated Outline for the "Liaison Roadmap"

Source: Obama-Biden Transition Project documents

Table of Contents

I. Section 1—Executive Summary
   a. Provide a short summary for the Agency Liaison of the key issues highlighted in the main memorandum below.
   b. Describe the very short list of "first 90 days" priorities for the agency and/or key areas of investigation for Agency Liaisons related to immediate priorities. Note that this is likely to be less about affirmative strategic priorities than about "ticking time bomb" concerns related to looming deadlines or matters where immediate course corrections related to Bush administration actions is necessary.

II. Section 2—Agency Overview
   a. Agency History Under Bush–Provide a short summary of the history of the agency since January 19, 2001. Briefly highlight major shifts in overall policy emphasis; legal and regulatory changes of direction; and structural or personnel changes that have materially impacted the functioning of the agency.
   b. Campaign commitments–Provide a brief summary of the primary commitments made by the campaign either directly pertaining to the agency or involving areas under the agency's primary jurisdiction. This short discussion should focus exclusively on the most important issues; it need not be a comprehensive discussion.
   c. Strategic–Summarize the strategic importance and role of the agency in advancing the goals of the Administration in 2009.

III. Section 3—High Priority Issues

Note to agency review teams: item 3A asks in part for recommendations for important external stakeholders who Agency Liaisons should contact for additional input during the post-election period. For purposes of this memorandum, please limit your discussion to a handful of top priority items. Some agencies will also require a much more extensive external outreach plan. As needed, please create a separate document with this information, as outlined in the work plan and instructions memorandum from Lisa Brown.

   a. Priority Policy and Legislative Issues Requiring Immediate Attention—List the major non-regulatory policy and legislative issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues. List key contacts in Congress or other outside stakeholders who should be contacted and consulted (including proposed order or priority) immediately after the election.
   b. Priority Regulatory and Litigation Issues Requiring Immediate Attention—List the regulatory and litigation issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010 including, but not limited to, significant regulations and significant, publicly available regulatory "guidance" documents (e.g., general counsel opinions, opinion letters, interpretive regulations, revisions to agency manuals, etc.) that have been proposed, promulgated, or otherwise issued since January 2008. Include any pending U.S. Supreme Court cases as well as any federal litigation where the agency must take positions of material importance to policy priorities. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues.

c. Priority Budgetary and Management Issues Requiring Immediate Attention—List the budget and management issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues.

d. Priority Personnel Issues Requiring Immediate Attention—List the personnel issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues.

e. Budget Opportunities—List opportunities where the current agency budget could be reduced to free up resources for other priorities. Propose questions about existing budget areas that would elicit additional information about importance and impact, as well as the costs or other risks of cutting current budget areas.

f. Organizational structure—Given the strategic goals with respect to this agency, describe potential changes that should be made to the structure of the agency. In addition, also in light of strategic goals, describe changes both with respect to any functions that should be moved outside or inside the agency, as well as with respect to other forms of inter-agency coordination involving the agency. List questions and issues that should be investigated to clarify whether and how such changes should be made. Emphasis should be on achieving strategic goals and priorities, not on basic management efficiency (unless imperative for strategic goals). Note that this item may not be applicable for many agencies.

APPENDIX 5.6

Agency Data File Outline

Source: Obama-Biden Transition Project documents
September 5, 2008

Annotated Outline for the "Agency Data File"

Table of Contents

I. Section 1—Agency Overview
   a. Agency's Mission and History—Provide the "mission statement" and any brief history available on the agency's web site or from other sources. Provide any similar statements or histories about the agency's major component units (i.e., each significant organization, office, division, administration, bureau etc. within the agency).
   b. Agency's Organization—Provide an organizational chart of the agency and each of the agency's major component units. List the major programs for which each unit is primarily responsible.
   c. Agency in 2001—Describe how the agency has changed structurally since January 19, 2001. List organizational units, programs, advisory committees, or other entities associated with the agency that have been created, disbanded, reorganized, moved, or significantly downsized or expanded.
   d. Campaign commitments—List all commitments made by the campaign with respect to either the agency specifically or regarding policy areas under the agency's influence.

II. Section 2—High Priority Issues
   a. Priority Policy and Legislative Issues Requiring Immediate Attention—List the major non-regulatory policy and legislative issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues. List key contacts in Congress or other outside stakeholders who should be contacted and consulted (including proposed order or priority) immediately after the election.
   b. Priority Regulatory and Litigation Issues Requiring Immediate Attention—List the regulatory and litigation issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010 including, but not limited to, significant regulations and significant, publicly available regulatory "guidance" documents (e.g., general counsel opinions, opinion letters, interpretive regulations, revisions to agency manuals, etc.) that have been proposed, promulgated, or otherwise issued since January 2008. Include any pending U.S. Supreme Court cases as well as any federal litigation where the agency must take positions of material importance to policy priorities. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues.
   c. Priority Budgetary and Management Issues Requiring Immediate Attention—List the budget and management issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues.
   d. Priority Personnel Issues Requiring Immediate Attention—List the personnel issues requiring attention from the agency's senior leadership between January 21, 2009 and January 21, 2010. Propose questions that would elicit additional useful information about these issues or flush out other similarly important issues. Place special emphasis on identifying any new groups of Bush political appointees or other non-career management at the agency.
   e. Budget Opportunities—List opportunities where the current agency budget could be reduced to free up resources for other priorities. Propose questions about existing budget areas that would elicit additional information about importance and impact, as well as the costs or other risks of cutting current budget areas.

f. Organizational structure—Given the strategic goals with respect to this agency, describe potential changes should be made to the structure of the agency. In addition, also in light of strategic goals, describe changes both with respect to any functions that should be moved outside or inside the agency, as well as with respect to other forms of inter-agency coordination involving the agency. List questions and issues that should be investigated to clarify whether and how such changes should be made. Emphasis should be on achieving strategic goals and priorities, not on basic management efficiency (unless imperative for strategic goals). Note that this item may not be applicable for many agencies.

III. Section 3—Personnel and Management

a. Agency's Total Workforce—Provide the section of the President's FY 2009 budget that discloses the total number of full-time employees ("FTEs") authorized to be employed by the agency during FY 2009. Provide the same information from the budgets for FY 2001 and FY 2005. If available, provide comparable information about the total number of FTEs actually "on board" in FY 2001, FY 2005, and FY 2009.

b. Press, Trade Press, or Blog Stories About Personnel and Management Issues in the Agency—Search for any discussion of personnel issues in the agency since January 21, 2001, including:
- converting political appointees to career status;
- hiring of experts, consultants, or contractors;
- resignations of career employees or career employees being forced to retire;
- appointments to advisory committees or other agency-related bodies;
- recent decisions made within the agency about salaries or other compensation, travel, or other benefits provided to political appointees or senior career employees;
- any significant outsourcing of key agency functions to private entities with a particular emphasis on identifying the programs most affected by outsourcing;
- significant management issues or controversial decisions; or
- significant conflict with unions.

c. 2000 and 2004 "Plum Book" and Other Resources—Provide copies of the 2000 and 2004 "Plum Book" section about this agency. Also, provide a copy of the most recent Federal Yellow Book or other resource listing agency personnel for this agency.

d. Identify any newly created non-career positions in the agency.

e. Provide current job descriptions for the agency's senior leadership positions.

f. Federal Advisory Committees. List any committees organized by the agency under the provisions of the Federal Advisory Committee Act (FACA). Include a brief description of the committees purpose and membership.

IV. Section 4—Program, Policy, and Regulatory Information

a. Program Information

1. Programmatic Authority—Organized by component unit, provide material from the agency's web site or other sources describing all programs over which the agency has been given jurisdiction by legislation, executive order, or other legal authority.

2. Appropriations Riders and Earmarks Affecting Existing Programs—Provide a copy of the portions of the FY 2008 and, if available, FY 2009 appropriations bill or omnibus act funding the agency. To the extent possible, identify riders or earmarks that limit, prohibit, direct, or require any action by the agency.* Specify when the rider or earmark first became effective and its stated duration.

3. Other Legislative Changes—Describe any recently-enacted legislation that will affect the programs or operations of the agency after November 5, 2008 through July 20, 2010. Include all legislation, including that which does not directly or explicitly regulate the agency's behavior.

* We will attempt to make arrangements with the appropriate congressional staff or the Office of Management and Budget to provide this information

4. GAO Reports—Provide an annotated list of all GAO Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify and provide a copy of important GAO Reports requiring attention from the agency's senior leadership.
5. OIG Reports—Provide an annotated list of all Inspector General Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify and provide a copy of important GAO Reports requiring attention from the agency's senior leadership.
6. Program Evaluations—List and provide a copy of all publicly available evaluations of major programs (i.e., $200 million or larger) other than the "PART" evaluations discussed in Section 5(c)(3) below.

b. Other Policy Issues and Enforcement

1. Imminent Non-Regulatory, Non-Legislative Policy Issues—List all non-regulatory policy issues that may require attention from the agency's leadership between January 21, 2009 and July 20, 2010.
2. Pending or Expected Legislation—List all legislation pending in Congress that is likely to require attention from the agency's leadership between January 21, 2009 and July 20, 2010.
3. Pending, Expected, or Recent Regulations—Provide a copy of the agency's section of the most recent Semi-Annual Unified Regulatory Agenda. Provide an annotated list of all significant regulations promulgated or published for notice and comment since January 21, 2008, as well as any "guidance" documents that could have significant impacts on regulatory programs.*
4. Agency's Congressional Relations—Identify the agency's authorizing committee, sub-committees of that authorizing committee that address issues within the agency's jurisdiction, other committees and sub-committees that address issues within the agency's jurisdiction, and the agency's appropriations sub-committee. List the membership of the committees and principal majority and minority staff.
5. (5) Executive Orders and Other Orders affecting Agency's Programs—List and provide copies of all executive orders, secretarial orders, significant bureau directives (i.e., defining the scope, resources allocated to, or processes used by the program), intra-Executive Branch memoranda of understanding, or similar actions relating to the agency's jurisdiction that have been issued since January 21, 2001 or which are expected to be issued between November 5, 2008 and July 20, 2010.*
6. Press, Trade Press, or Blog Stories About Enforcement, Regulatory or Litigation Issues—Search for any discussion of major enforcement strategies or tactics, regulatory matters, or pending or past litigation involving the agency after January 21, 2001 or expected to be commenced between November 5, 2008 and July 20, 2010.
7. Currently active litigation—Please complete a federal courts search in Westlaw/Lexis for the agency. List all active federal court actions including a short one/two sentence annotation of the basic issues in the action.

V. Section 5—Budget and Management

a. FY 2001, 2005, 2009 Budget Information—Provide copies of the President's budgets for the agency for FY 2001, FY 2005, and FY 2009, including the public justification for the budget and relevant materials in OMB's budget appendix, accompanied by "Analytical Materials" and other OMB-produced or agency-produced supplementary materials that are relevant to the agency's budget.

b. Mid-Year OMB Estimates—Provide copies of the OMB Mid-Session review for each from FY 2001, FY 2005, and FY 2009.

c. Government Performance and Results Act (GPRA) and Presidential Management Agenda (PMA).

* We will attempt to make arrangements with the appropriate congressional staff or the Office of Management and Budget to provide this information

1. Strategic Plans—Provide a copy of the agency's last Multi-Year Strategic Plan from the Clinton-Gore Administration and the most recent Multi-Year Strategic Plan prepared pursuant to GPRA and the strategic plans for the preceding four fiscal years.
2. Annual Performance Plans (a/k/a "Performance Budgets")—Provide a copy of the agency's Annual Performance Plan for the last year of the Clinton-Gore Administration and the most recent Annual Performance Plan.
3. Annual Performance Reports—Provide copies of all PART assessments of the agency and its component units since the inception of PART plans (FY 2004?).
4. President's Management Agenda Scorecards and Supporting Materials—Provide copies of all the agency's PMA scorecards since the inception of the President's Management Agenda and all other PMA information that is unique to the agency.*

* We will attempt to make arrangements with the appropriate congressional staff or the Office of Management and Budget to provide this information

APPENDIX 5.7

Guidelines for Agency Review User's Manual for Tier 1 Agencies

Source: Obama-Biden Transition Project documents
November 5, 2008

Guidance and an Annotated Outline for the "Users' Manual"

General Guidance

This outline is designed to help you produce detailed and useful information about your agency and to deliver that information in easily digestible form to a variety of audiences in the transition team and the next administration. Nonetheless, we expect you to use your best judgment while creating the Agency Users' Manual. Do not treat this outline as a mere formula to be filled in. Your analysis, your insights, and your prioritization of the information you collect will be just as important to the success of this endeavor as any of the particular information requests listed below.

This outline asks you to accomplish two things in your Agency Users' Manual. First, you should identify the big strategic questions facing the agency in light of our candidate's promises during the campaign and the big decisions that will need to be made about those questions. Don't make the decisions; rather, present options and be unsparing in identifying the tough choices to be made. If it is possible, define a vision for the agency, but you should be honest if different visions or philosophies are possible within the boundaries of the President-elect's stated positions on the issues. Sections 2 and 4 are appropriate forums for these discussions, but you may address these large issues elsewhere, as well.

Second, you should identify the specific tactics that the agency's new leadership team should consider to achieve the vision you have sketched out while also avoiding land mines along the way. Again, be unsparing and honest about the tough questions and choices that are presented. Keep the high-level vision and strategic questions discussed above in sight at all times, even when you are providing the detailed information requested by Sections 5, 6, 7, and 8.

The Audiences for the AUM's Various Sections

Sections 2, 3, and 4 are designed to be lifted out and presented as a summary document to the Secretary-designate or agency head, but also to remain in the full Agency Users' Manual for all of the agency's sub-Cabinet officials. If possible, please keep Chapters 2, 3, and 4 to a total of 25 pages. While some Secretaries-designate and agency heads may be interested in the entire Agency Users' Manual, we expect the summary and strategic material in Chapters 2, 3, and 4 to be most valuable, at least as a starting place. In addition, Section 2 can be lifted out and presented to the relevant policy council(s) in the transition team and their White House successors.

Section 5 is designed to surface important personnel issues for the transition team's central personnel operation (and its successor, the Office of Presidential Personnel), the agency's new Chief Operating Office, the agency's Assistant Secretary (or equivalent) for administration and management, and the sub-Cabinet officials who will lead the agency's component units. It will help these agency officials to work with the Office of Management and Budget to address overall personnel levels in the agency and each of its component units. It will also provide the sub-Cabinet officials with important information about available human resources to help them meet the challenges you will describe in Section 2, 4, and 6.

Section 6 will be critical to the sub-Cabinet officials leading component units, the agency's General Counsel, and the Assistant Secretary (or equivalent) for congressional affairs. Basically, this section will educate these officials about the environment in which they must try to achieve the vision you will describe in Section 2.

Section 7 will help the agency's new leaders and their sub-Cabinet officials participate in meaningful discussions with OMB and Congress about the FY 2009 continuing resolution and the FY 2010 budget. In addition, some of the information in Section 7 will be provided to the transition team's budget operation. This section will also help the COO and the Assistant Secretary (or equivalent) for budget, along with the new sub-Cabinet officials leading the agency's component units, to understand how others have evaluated their programs so that they can assess how and whether to respond.

EXHIBIT 2
205

Section 8 is designed to focus the new leadership team's attention on opening up agency processes to the public and using technology, particularly information technology, to improve their agency's functioning.

The Outline

I. Section 1—Introduction and Table of Contents
   a. Table of Contents (including appendices)
   b. List of team members involved in the preparation of this book specifying the agency sub-division(s) from which each team member collected information.
   c. List of agency personnel and others interviewed or otherwise providing information—This list should include every person interviewed and consulted in the preparation of the book, including agency officials and employees, congressional staff, former agency officials, and as appropriate, outside "stakeholders" of the agency. It should describe all other sources of information on which the team relied in the creation of this briefing book.

II. Section 2—Executive Summary
   For each of the following items: (1) include policy, legislative, regulatory, personnel, budget, and management priorities; (2) prioritize agency actions across these categories; (3) specify which action items the new President promised during the campaign or advocated during his Senate career; and (4) specify which action items will depend upon White House involvement for their success and which action items can be accomplished by the agency.

   a. List the agency's top priorities in the "first 100 days." This section should focus on "ticking time bomb" concerns arising out of looming deadlines, immediate course corrections, or other near-term decisions that must be made by the agency's senior leadership.
   b. List the agency's top priorities in the "first year." This section should define intermediate-term goals for the agency, how the agency's goals fit into the administration's agenda, and top-priority actions which the agency should take to achieve its intermediate-term goals. Focus on both the new administration's affirmative agenda and efforts to reverse Bush Administration actions.
   c. List the agency's top priorities in the "first term." This section should define long-term goals for the agency, how the agency's goals fit into the administration's agenda, and top-priority actions which the agency should take to achieve its long-term goals. Focus on the new administration's affirmative agenda.

III. Section 3—Agency Overview

   a. Agency's Mission and History—Describe the agency's history and the chronology of any major organizational changes. Describe the agency's "mission"—that is, both its statutory mandates and its historic role—and the mission of each major component unit of the agency (i.e., each significant organization, office, division, administration, bureau etc.).
   b. Agency's Organization—Describe how the agency is organized and provide an organizational chart of the agency. In particular, identify the agency's significant component units and list the major programs for which each unit is primarily responsible.
   c. Agency History Under Bush—Provide a short summary of the history of the agency since January 19, 2001. Briefly highlight major shifts in overall policy emphasis; legal and regulatory changes of direction; and structural or personnel changes that have materially impacted the functioning of the agency.

IV. Section 4—Issue Summaries
   Please note that this section provides the opportunity to (a) provide a fuller discussion of the issues raised in Section 2, (b) identify any issues that you did not discuss in Section 2, but which should be considered by the new senior leadership team, and (c) offer summary background information.

   a. Policy and Legislative Issues—List all important non-regulatory policy and legislative issues requiring attention from the agency's senior leadership in the first year.

b. Regulatory and Litigation Issues—List all important regulatory and litigation issues requiring attention from the agency's senior leadership in the first year.

c. Budgetary Issues—Briefly summarize the agency's FY 2009 budget in a manner that is sufficiently detailed and clear to permit meaningful review by designees for senior leadership positions in the agency, their staffs, and senior transition team staff without extensive experience with or training in the budget process. This summary should include, for the agency as a whole and for each of its component units:
   - the total FY 2009 budget;
   - total full-time employees ("FTEs") who are "on board" and the personnel budget;
   - the budget by program within each component unit (distinguishing discretionary spending from non-discretionary spending);
   - the budget and categories of expenditures for non-personnel spending by program;
   - the same information for each fiscal year from FY 2001 to FY 2008 (preferably presented graphically) and the agency's FY 2010 submission to the Office of Management and Budget (OMB); and
   - any other useful budget information.

List budget issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

d. Organizational structure—If any are identified, list potential changes to the structure of the agency. In addition, describe any functions that should be moved outside or inside the agency, eliminated entirely, or newly created. Finally, identify areas requiring coordination with other agencies that would not involve structural changes.

e. Personnel Summary—Identify the total number of staff in the agency and each of its component units. By component unit, list each position appointed by the President and subject to Senate confirmation, all other appointed positions, and all career managers. Identify all vacancies in career manager positions and term positions and all positions in which vacancies will arise before January 21, 2010. Discuss personnel issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

f. Management Issues Summary—Prepare a summary of the agency's most recent Annual Performance Report and/or Performance Assessment Rating Tool (PART), prepared pursuant to the Government Performance and Results Act (GPRA), which is sufficiently detailed and clear to permit meaningful review by designees for senior leadership positions in the agency, their staffs, and senior transition team staff without extensive experience with or training in the GPRA process. This summary should explain which component units and programs of the agency are performing consistent with the expectations expressed in the Multi-Year Strategic Plan and the Annual Performance Plan, as well as whether additional resources may be required by any component units to perform consistent with expectations. In addition, discuss any other management issues requiring attention from the agency's senior leadership in the first 100 days, the first year, and the first term.

V. Section 5—Detailed Discussion of Personnel

a. Overview and Important Issues

1. Organization and Reporting Relationships—Provide an organizational chart for the agency and each component unit of the agency. The chart should show reporting relationships of all senior staff and relationships between component units and sub-units. Include any further explanation of the reporting relationships that might prove helpful.
2. Succession—Describe the department's succession plan and the succession plan within each of the agency's component units. Specify whether the succession plan is the subject of a secretarial order or other formal declaration of policy. If so, provide a copy of that order/declaration as an appendix. If not, then specify how succession decisions are made and name the official(s) who will make them.
3. Agency's Total Workforce—List the total number of full-time employees ("FTEs")

EXHIBIT 2
207

authorized to be employed by the agency in each fiscal year from FY 2001 to FY 2009. Also, list the total number of FTEs actually "on board" in each year from October 1, 2001 through October 31, 2008.

4. Component Units' Workforces—For each component unit of the agency, list the total number of FTEs which the component unit was authorized to employ in each fiscal year from FY 2001 through FY 2009. Also, list the total number of FTEs actually "on board" in that unit (and in each division, bureau or other sub-unit of that unit) in each year from October 1, 2001 through October 31, 2008.
5. Current Vacancies—For each component unit of the agency, list all existing vacancies which the agency is currently authorized to fill. For each position, include the job title, position description, level, type of appointment (e.g., term, career or non-career, SES or GS), the closing date for applications, and other pertinent information.
6. Identify any newly created non-career positions in the agency.
7. Provide current job descriptions for the agency's senior leadership positions.
8. Federal Advisory Committees—List any committees organized by the agency under the provisions of the Federal Advisory Committee Act (FACA). Include a brief description of the committees' purpose and membership.
9. Recent Decisions Affecting Salaries or Other Compensation, Travel, or Other Benefits to Any Category of Employees or Individual Employees—Apart from congressionally mandated decisions, automatic increases, or increases tied to performance reviews, list all decisions implemented since January 21, 2005 that were made within the agency affecting the compensation, travel reimbursement, travel permissions, or other benefits provided to a category of employees (e.g., ES, SES, Schedule A, Schedule C, GS), a group within a category of employees (e.g., political SES, managers within one agency component unit) or an individual employee.

b. Career Managers and Political Appointees

1. Presidential Appointee Positions—List all Presidential Appointment positions within the agency by job title, position description, level, and salary, along with the name of the individual currently holding the position, if any. Articulate the difference between the official job descriptions and duties the incumbents in those positions actually perform. If any Presidential Appointment positions are term appointments (i.e., the individual in the position serves for a fixed term of years rather than at the pleasure of the President), indicate both the date of the incumbent's appointment and the date on which the incumbent's term expires. For all term appointments, specify whether the incumbent intends to voluntarily resign from his/her position before the expiration of his/her term and, if so, the date on which he/she would like to have the resignation become effective.
2. SES and Other Managers, with dates of promotions—Organized by component unit, list all career and non-career SES positions within the agency, including all limited term or emergency SES positions. Also, list all non-SES career managers in each component unit (i.e., GS-14 or higher supervisors and managers). For each position, provide the job title, a position description, level, type of appointment (i.e., career or political), and the date on which the position became an SES position, along with the name of the individual presently holding that position, if any. Where there is a significant difference between the official job descriptions and duties the incumbents in those positions actually perform, describe the differences. For all career SES positions, specify whether the incumbent intends to voluntarily resign or retire from his/her position and the date on which he/she would like to have the resignation or retirement become effective. For each component unit within the agency, list all career SES positions from which an incumbent has retired or otherwise left the agency since January 21, 2001 and the name of the incumbent currently occupying that position, if any.
3. Schedule C Employee Positions—Organized by component unit, list all "Schedule C" appointments within the agency. For each position, provide a job title, position description, level, and the name of the individual presently holding the position. Articulate the difference between the official job descriptions and duties the incumbents in those positions actually perform. Also, determine whether the agency has any other non-career appointing authorities and, if so, how long they have been in effect and when they expire.

4. All Conversions from Political to Career—List all employees currently employed in career positions of any type who were employed after January 21, 2001 as non-career employees in your agency or another agency of the federal government. Also, list all positions in the agency that have been converted from political status to career or some other status.
5. Pending or Expected Career Employee Hiring—Organized by component unit, list the name, grade, job title, date of hiring, and place of employment of all individuals hired or expected to be hired (include the projected hiring date) between November 5, 2008 and January 21, 2009.
6. Retirements and Resignations—For each component unit, list the total number of retirements and resignations or other separations from the agency during each of the preceding four fiscal years. Acquire a list of the career GS 15's and SES's who are retirement-eligible and a branch-by-branch succession plan within the Agency.
7. Advisory Committees—For each component unit (or specify if they are agency-wide), list all advisory committees to the agency, each advisory committee's membership, the members' terms of appointments, and any appointment that has been made, is pending, or is expected to be made before January 21, 2009.

c. Outplacements and Inplacements

1. Transfers and Separations—List the total number of transfers or other separations from the agency during FY 2009 and each of the four preceding fiscal years. Also, list the name, grade, job title, and location of assignment or place of employment for all individuals presently being processed or processed in the last year for a transfer, a temporary duty assignment, or a conversion from a political or other type of employment status.
2. IPAs and White House Fellows—List all currently effective appointments or anticipated appointments under the Intergovernmental Personnel Act, the White House Fellows Program, or other similar programs. Also, list any agency employee detailed to a foreign government by executive agreement or otherwise.
3. Details—Determine what appointive positions are currently on intra-agency detail outside of their "home" branch. List all employees detailed from your agency to or from the White House, another Executive Branch entity, or any office in or related to the U.S. Congress since January 21, 2001. Include the current status of each detailee, as well as the job title, level, and component unit within the agency from which the employee was detailed. Specify the office in which the detailee works or worked and for what period.

d. Contractors

1. Experts and Consultants—List all individuals currently engaged by the agency or who are parties to letters of intent with the agency, as well as those individuals expected to be engaged, as experts or consultants between November 5, 2008 and January 21, 2009. Indicate the nature of the work to be performed, the duration of the relationship, and the agency employee assigned to supervise the expert or consultant.
2. Contractors—List all corporations, firms, associations, and other groups or organizations with which the agency has a current contract for consulting services, or which are parties to letters of intent for such services or expected to be contracted with between November 5, 2008 and January 21, 2009. Indicate the nature of the work to be performed, the terms and duration of the agreements, and the agency employee assigned to supervise the corporation, firm, association, group or organization.

e. Other Useful Information

1. Union Contacts: Meet with any union that represents a unit of the agency's employees if the union is the employees' exclusive representative and the union has an effective collective bargaining agreement with the agency. Record any issues raised by the union during the meeting that should be brought to the attention of the agency's incoming leadership.

2. Other Information at the Team's Discretion, including:
   - Determine branch-by-branch within the Agency what are the management processes that have improved the most in the past three years?
   - Determine branch-by-branch within the Agency what significant management and human capital initiatives are currently underway? Briefly describe their goals. When are they expected to be operational? What significant changes have been made in the last two years?
   - Determine branch-by-branch within the Agency the 4 most significant current challenges in managing each branch. These are questions about the capabilities of senior managers, processes crucial to the branch's output, budget, and Congressionally mandated funding.
   - Detail the duties of the White House Liaison as currently constituted. How does the selection of appointees currently work? Name the steps.
   - Describe the role of the Executive Secretariat as currently constituted. Interview the senior career officer in the Executive Secretariat if possible.

VI. Section 6—Program, Policy, and Regulatory Information

a. Program Information

1. Programmatic Authority—Organized by component unit, list all programs over which the agency has been given jurisdiction by legislation, executive order, or other legal authority. For each program, provide a citation to the source of the authority for the agency's jurisdiction and identify the agency officials who oversee the program and to whom they report.
2. Programs Expiring—Organized by component unit, list all programs or other activities over which the agency has jurisdiction which will expire or otherwise terminate by operation of law or other preexisting requirement between November 5, 2008 and July 21, 2010. For each program, provide a citation to the authority for the program's expiration or termination, identify the agency officials who oversee the program and to whom they report, and the date on which the program will expire or terminate.
3. Pending Proposed Program Changes—For each program listed in #1, describe any proposed changes to the program proposed by the agency for possible implementation before July 20, 2010, expected to be proposed by the agency before July 20, 2010 for future implementation, or otherwise under development within the agency, or recommended to the agency by the Office of Management and Budget (OMB), or the agency's congressional authorizing committee (or its sub-committees) or appropriations sub-committee.
4. Appropriations Riders and Earmarks Affecting Existing Programs—Organized by component unit, list all riders and earmarks in the agency's FY 2009 appropriations bill that limit, prohibit, direct, or require any action by the agency. Specify when the rider or earmark first became effective and its stated duration.
5. Other Legislative Changes—By program, describe any already-enacted legislation that will affect the programs or operations of the agency beginning after November 5, 2008 through July 20, 2010. Include all legislation, including that which does not directly or explicitly regulate the agency's behavior.
6. GAO Reports—List all GAO Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify reports worth special attention from the agency's incoming senior leadership. Attach the "special attention" GAO reports as appendices.
7. OIG Reports—List all Inspector General Reports issued since January 21, 2001 discussing and assessing the agency's programs. Identify reports worth special attention from the agency's incoming senior leadership. Attach the "special attention" OIG reports as appendices.
8. Program Evaluations—Identify and describe any other cost-benefit analyses or other evaluation data relating to the agency's programs. For major programs (i.e., $200 million or larger), list the evaluations completed within the last four fiscal years and those evaluations currently in progress. Identify those evaluations worth special attention from the agency's incoming senior leadership. Attach those "special attention" evaluations as appendices.

b. Policy, Legislative, Regulatory, and Enforcement Issues

1. Pending or Expected Legislation—List all legislation pending in Congress that was proposed by the agency or identified with the agency. Include the agency's legislative calendar, if any.
2. Pending or Expected Regulations—Organized by component unit, list all regulatory actions, including notices of proposed rulemaking, advance notices of proposed rulemaking, requests for public comment, notices of availability for public examination or review, final rules, or interpretive rules, that will be initiated, continued, or completed or are expected to be initiated, continued, or completed, between November 5, 2008 and July 20, 2010. Include the most recent Semi-Annual Unified Regulatory Agenda and any information not included in the Unified Agenda. Also, identify all regulations on which work was begun before January 21, 2001, halted after January 21, 2001 without being published in final form, and the work still exists in the agency.
3. OIRA Relations—Identify which agency employees manage the agency's relationship with the Office of Management and Budget's Office of Information and Regulatory Affairs (OIRA) with respect to regulatory matters. Describe the relations between these agency employees and the OIRA career staff. List the agency's principal contacts on OIRA's career staff.
4. Existing Agency Regulatory Practice—Describe the existing practice within the agency for the review of regulatory actions proposed by a component unit before the regulation is sent to OIRA for consideration. Also, identify the agency employees responsible for managing the regulatory process and assembling the agency's section of the Unified Agenda.
5. Agency's Congressional Relations—Identify the agency's authorizing committee, sub-committees of that authorizing committee that address issues within the agency's jurisdiction, other committees and sub-committees that address issues within the agency's jurisdiction, and the agency's appropriations sub-committee. List the membership of the committees and principal majority and minority staff. Describe how the agency has managed its congressional relations and with whom it has worked most closely on its authorizing and appropriations committees. Identify which agency employees manage the agency's relationship with the relevant appropriations sub-committee.
6. In-Process Reports by Agency, including In-Process OIG Reports—Organized by component unit, list all reports, assessments, or other analytical documents to be provided to the U.S. Congress or other federal government body which the agency expects or is required to issue in draft or final form between November 5, 2008 and July 20, 2010.
7. Executive Orders and Other Orders affecting Agency's Programs—List all executive orders, secretarial orders, bureau directives, intra-Executive Branch memoranda of understanding, or similar actions relating to the agency's jurisdiction which might be or are expected to be issued between November 5, 2008 and July 20, 2010.
8. Enforcement Issues—For each component unit with any form of law enforcement authority, list each major enforcement strategy or important tactic commenced by the agency after January 21, 2001 or expected to be commenced between November 5, 2008 and July 20, 2010.

c. Litigation

1. Pending Lawsuits—List all significant pending lawsuits (i.e., ongoing at the time of your report) commenced by or against the agency. Provide copies of the initial litigation reports and a summary of the current status of each lawsuit. Include any lawsuit in which the agency is participating as amicus curiae (i.e., "friend of the court") as well as those in which the agency is a party.
2. Expected Lawsuits—List all lawsuits expected to be commenced by or against the agency between November 5, 2008 and July 20, 2010 and the expected date on which the lawsuit will commence.

3. Resolved Lawsuits Affecting Agency Operations or Decisionmaking—List all lawsuits resolved after January 21, 2001 which significantly affect the agency's operations or a component unit's operations, including regulatory, enforcement, or other programmatic activities.

VII. Section 7—Budget, Management, Contracts, and Procurement

a. FY 2009 Budget Information

1. FY 2009 Budget—For each authorized program, specify (a) the program's authorized level of funding; (b) the amount appropriated by Congress in FY 2009 or otherwise available for the program and whether annual or "no year" funds; (c) unobligated balances at the end of FY 2008; (d) the amount appropriated by Congress in FY 2008 and whether annual or "no year" funds; and (e) any other funds available for use by the program.
2. Budget Justification—As an appendix to this briefing book, provide a complete copy of the agency's FY 2009 and FY 2010 justification books supplied to the Appropriations Committee or its sub-committees.
3. Supporting Materials—As an appendix to this briefing book, provide a complete copy of any Comparative Statement of Budget Authority or "All Purpose" tables provided by the agency to the Appropriations Committee or similar tables currently used by the budget office. Describe the latest congressional action relating to this information.
4. Unobligated Balances—By line item, list current unobligated balances and describe the intended use of these funds in as much detail as possible.
5. Changes in Current Services Estimates—By line item, list all major changes (more than $200 million or 10% in budget authority or outlays for any account) in the current services estimates for FY 2008 and FY 2009 when compared with the OMB Mid-Session estimates for those fiscal years.
6. Additional Supporting Materials—As an appendix, provide complete copies of all issue and background papers prepared for OMB staff in preparation for the FY 2009 budget and for the transition process.

b. FY 2010 Budget Information

1. OMB Submission—As an appendix to this briefing book, provide a complete copy of the agency's latest submission(s) to OMB during the 2008 review process for the President's FY 2010 Budget.
2. Proposed Management and Administrative Savings—By line item, describe major savings (i.e., more than $200 million or more than 10% of appropriated funds) incorporated in the current services baseline that are based on management reforms or administrative actions that have not yet been fully implemented. Explain whether these actions are on schedule and consistent with the savings estimates.
3. Regulatory Impact—List all regulatory actions that will have an impact on the agency's budget and personnel. Describe the impact on the current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB. Include information relating to all regulatory actions identified in Section 6B(2) above.
4. Impact of Litigation or Union Issues—Taking care to avoid the disclosure of closely held information, list all lawsuits or union grievances that will have an impact on the agency's budget and personnel. Describe the impact on the current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB.
5. Impact of Executive and Other Orders—List all executive orders, secretarial orders, bureau directives, intra-Executive Branch memoranda of understanding, or similar actions relating to the agency's areas of jurisdiction that will have an impact on the agency's budget and personnel. Describe the impact on current services estimates, programs, operations, or other budgetary aspects of the agency. Specify how this impact will be reflected in the agency's FY 2010 current services submission to OMB.

6. Hiring Freezes and Reductions in Force—Determine whether the agency or any part of the agency is subject to a hiring freeze. Identify how much of a reduction in the agency's present operating budget would trigger furloughs or reductions-in-force not currently planned.
7. Reductions in Resources—If a major reduction in resource levels were required, describe what major program consolidations or downsizing should be considered that would not interfere with accomplishing the agency's mission. Assess a 3% reduction and a 10% reduction.
8. Reductions in Operations—By component unit, list any closings, consolidations, or relocations of any agency offices or installations that will be undertaken after November 5, 2008 under mandate by Congress or the General Services Administration. Identify the total expected costs and savings associated with those actions. Also, list any closings, consolidations, or relocations of any agency offices or installations since January 21, 2001, the costs or savings projected to flow from those actions, and the actual costs or savings from those actions.

c. Government Performance and Results Act (GPRA)

1. Strategic Plans—Provide a copy of the agency's most recent Multi-Year Strategic Plan prepared pursuant to GPRA and any interim adjustments to the strategic plan. If the strategic plan has not been completed, provide any draft materials to be used in the preparation of the next Multi-Year Strategic Plan. Also, provide a copy of any prior Multi-Year Strategic Plans and interim adjustments prepared by the agency pursuant to GPRA and the agency's schedule for the completion of the next Multi-Year Strategic Plan.
2. Annual Performance Plans (a/k/a "Performance Budgets")—Provide a copy of the agency's most recent Annual Performance Plan, its plans for the preceding four fiscal years, and any interim adjustments to those strategic plans. If the FY 2008 or FY 2009 performance plan has not been completed, provide any draft materials to be used in the preparation of the next set of plans.
3. Annual Performance Reports—Provide copies of all PART assessments of the agency and its component units, if any. Also, provide copies of the agency's and the component units' Annual Performance Reports prepared pursuant to GPRA for FY 2009 and each of the four preceding fiscal years. Also, provide any draft materials to be used in the preparation of the Annual Performance Report for FY 2010.
4. Congressional and OMB Responses—Provide copies of any congressional correspondence or other formal responses to the agency's or component units' current Multi-Year Strategic Plan, most recent Annual Performance Plan, and most recent Annual Performance Plan. Also, provide copies of any formal correspondence from the responding to the agency's or component units' current Multi-Year Strategic Plan, most recent Annual Performance Plan, and most recent Annual Performance Plan.

d. Presidential Management Agenda (PMA)

1. President's Management Agenda Scorecards and Supporting Materials—Provide copies of the agency's PMA scorecards since the inception of the President's Management Agenda and all materials prepared by the agency, whether or not submitted to the Office of Management and Budget, relating to the subjects addressed in the scorecards. In particular, provide a copy of any completed or ongoing feasibility studies associated with the President's Management Agenda and all competitive sourcing competitions that have been completed or are planned or ongoing.
2. PMA Plans—Identify all plans within the agency relating to the President's Management Agenda that would be implemented between November 5, 2008 and July 20, 2010.

e. Budget Officers' Opinions About the Agency's Budget—Interview the agency's budget officers and seek their opinions regarding any cuts or increases they suggest as options for the agency's FY 2010 budget. Also, describe any short-term or long-term budgetary "land mines" or potential problems in the agency's budget that have been identified by the agency budget officers.

f. OMB/OIG Relations and Related Matters

1. OMB/Budget and Management—Describe the relations between the agency budget officers and the OMB career staff, specifically the examining staff and the management staff. Identify the agency employees who manage the relationship with the OMB career staff.
2. OIG—Describe the role played by and the effectiveness of the agency's Office of the Inspector General with respect to budget issues.

g. Special Spending Categories

1. Pending Procurement Decisions—List any major procurement decisions that will bind the agency in any way and will be made or are expected to be made between November 5, 2008 and July 20, 2010. Also, identify any major procurement decisions made after September 1, 2008.
2. List of Contracts with Experts, Consultants, and Contractors—Using the list of experts, consultants, and contractors identified in Section 4D, and any other vendors or service providers to the agency, list which contracts are currently in force; which contracts are expect to be awarded or renewed during FY 2009 or FY 2010; and which contracts have been or are likely to be awarded on a sole source basis.

h. Other Useful Information

VIII. Section 8—Technology Information

a. Information Transparency—List the agency's major information dissemination activities (in reports, on web sites, etc.). Describe how the agency decides what information to publish on the Internet and on paper. Identify the agency officials who manage these decisions and to whom they report.

b. Key Data—Provide the following information about the agency's collection and dissemination of information:

1. Identify information that has been collected in the agency, but is not currently available to the public via the web (e.g. ethics disclosure forms are not online).
2. Identify information that is not yet collected, but could be collected, and disseminated to the public to improve programs or operations.
3. Identify agency data that are published in open, structured, machine-readable formats.
4. Identify key agency data that the CTO or CIO believe ought to be made more transparent and accessible.

c. Open Government—Identify any ways in which the agency conducts its business in the open (e.g., televised or webcast meetings, posting of travel and meeting schedules online).

d. Cyber-Security and Privacy—Identify the agency officials who have primary responsibility for 1) cyber security policies and practices and 2) privacy policies and practices. Identify to whom these officials report. Ask the responsible officials to describe how the agency protects application, infrastructure, and network security and user/citizen privacy. Assess the extent to which the agency's cybersecurity and privacy programs are robust, mature, and effective.

e. Public Participation Practices—Identify forms of consultation the agency uses, other than notice-and-comment rulemaking, for consulting scientists or other experts and consulting the public (e.g. Federal Advisory Committees, Science Advisory Boards, Negotiated Rulemaking). Identify existing ways in which a citizen can contribute to agency work via the Internet.

f. Transacting with the Public—Identify ways in which the agency transacts business with the public online (e.g., submission of benefits applications, account management, applications for licenses, online tax and regulatory filings).

g. IT Infrastructure—Ask the CTO/CIO to describe major IT infrastructure owned by the agency and major IT infrastructure leased or outsourced by the agency. Ash him/her to provide the age of the major IT infrastructure and to indicate how much (if any) ancillary infrastructure is not included in the above.

h. Planning—Ask the CTO/CIO to describe the IT capital planning process. Ask him/her to describe any major IT infrastructure or application projects that have been completed in the past two years. Also, ask him/her to describe any major projects that are currently under construction and their status.

i. Procurement—Ask the CTO/CIO how well the IT procurement process works. Ask him/her if it produces results that achieve the agency's technology goals and how might it be improved.

j. Cost Savings—Ask the CTO/CIO to identify ways in which they agency could save money in its technology budget without interfering with the agency carrying out its programs and functions. Ask him/her to identify the three most expensive processes performed by the agency.

k. Innovations—Ask the CTO/CIO to identify the agency's three most significant technology innovations in the past 2 years and any near-term opportunities to use technology in innovative ways to better perform the agency's mission.

APPENDIX 5.8

Romney Sample Agency Landing Team Charter

Source: Romney Readiness Project documents
November 7, 2012

Romney Readiness Project
Transition Phase Charter Addendum
Department and Agency Review

Department of Justice Landing Team

October 30, 2012

The purpose of the Department of Justice (DOJ) Landing Team is to evaluate a series of DOJ-related matters from within the DOJ. It is governed by the same rules and standards articulated in the DOJ Planning Phase Charter. This addendum lists the deliverables members of the Landing Team are expected to produce. In addition to the deliverables—each team will be expected to complete a series of activities outlined in the checklists for the budget, regulatory inventory, policy coordination and personnel planning. The relevant specialists on each team will be networked with the appropriate central team for direction and communication.

Deliverables

Accountability Date	Description
	LANDING TEAM ORIENTATION AND TRAINING
October 8–9, 2012	Convene Landing Team. Attend Landing Team Kick-off and orientation session. Meet with current administration Department/Agency Liaison.
	OUTREACH PLANNING
October 24, 2012	Prepare a summary of the industry associations, think tanks, non-profit organizations and other third parties that the Landing Team plans to consult during the Transition Phase. Identify the association contact and any issues that may require assistance from the Public Liaison Team. Also provide to the Legislative Affairs Team a summary of the planned/ desired outreach to Capitol Hill.
November 12, 2012	In coordination with the Public Liaison Team, schedule and conduct meetings with the relevant industry associations and others as planned. In coordination with the Legislative Affairs Teams, schedule and conduct meetings with relevant representatives on the Hill.
	BUDGET DELIVERABLES
December 15, 2012	Budget Input guidance to be provided by Budget Group
	POLICY AND STRATEGY DELIVERABLES
December 15, 2012	Submit updated memoranda documenting key issues and recommended actions (legislation, executive order, agency guidance) needed to achieve President-Elect Romney's priorities.

REGULATORY DELIVERABLES

December 15, 2012	Review the regulatory pipeline. Specifically, in the template provided to all landing teams on November 9: (1) inventory all rules that are in process or may be proposed by the agency prior to inauguration or in 2013, completed rules not yet published in the Federal Register, and final rules that are not yet effective and may be extended; (2) compile available benefit and cost information for each rule in the inventory; (3) identify any rules in the inventory that have statutory or judicial deadlines; (4) develop a net zero regulatory cost plan by identifying potential regulatory modifications to offset costs imposed by rules in the inventory; and (5) identify any extraordinary circumstances that may affect regulatory policy, especially in the first 200 days of the new administration.

PERSONNEL

December 15, 2012	Conduct an assessment of current positions within the agency. Work with the Presidential Appointments Group to develop a comprehensive staffing plan for the agency. This assessment will include obtaining a list of all Presidential Appointments, career and non-career SES positions, GS 14 and GS L5 positions, and Schedule C appointments in the agency as well as creating lists of current vacancies, recently created non-career positions that recently converted from political to career status, and employees who have at some point been detailed to the White House, another executive agency or a congressional office. A more detailed checklist of personnel and staffing information will be available in early November.
December 15, 2012	Assimilate Beachhead Team members into Agency Landing Team and assist in preparing Beachhead Team members to assume their new administration roles post inauguration.

BRIEFING NEWLY APPOINTED LEADERS

January 3, 2013	Submit the final lists of (1) the most urgent deadlines the new Attorney General will confront post-handoff and (2) the key policy issues for the Attorney General to address during the first 200 days.
January 10, 2013	Submit the final briefing package for the new Attorney General. As part of this effort, landing teams should ask agencies for the following 1. Preparation of an up to date briefing of the basic organization structure. 2. A summary of ongoing policy or transitional initiatives. 3. An overview of performance goals including a full list of key personnel. 4. To identify and summarize the critical policy, internal management legal, and infrastructure issues that may require immediate attention by any new officials.

CONFIRMATION DELIVERABLES

January 20, 2013 (Announcement)	Prepare the Attorney General-Designate for Senate confirmation.

EXHIBIT 2
217

"The use of the president-elect's time during the period between election and inauguration is incredibly important to making sure that person will assume the office as an effective leader."

Steve Preston

Director, President-elect Support
Romney Readiness Project

CHAPTER 6

Supporting the President-elect

How a president-elect spends the roughly 75 days between election and inauguration is determined not only by policy priorities and goals, but also by a wide variety of public events, internal meetings, travel and briefings that will consume the majority of time. Despite the many demands during the handover phase, care must be taken to build in sufficient time for the incoming president to rest and recharge before assuming the duties of the presidency.

The position of president-elect is unique and challenging regarding interaction with the current officeholder. The incoming president's team should obey the maxim of "one president at a time" and refrain from interfering with the policies of the incumbent. The transition team also should acknowledge and work with the outgoing administration to ensure the government is always speaking with one voice, especially on matters of national security and foreign policy.

FUNDAMENTALS OF THE PRESIDENT-ELECT'S SCHEDULE

How a president-elect chooses to spend time before assuming office is a function of personal style, the priorities and agenda set during the campaign, and the core commitments that must be kept. Extreme and varying demands placed on the president-elect's time warrant a carefully planned schedule.

How the president-elect is supported and by whom has varied in prior transitions. President-elect George W. Bush's transition team did not play a role managing the president-elect's activities; those were handled by the incoming chief of staff and members of the incoming White House staff. The Romney Readiness Project envisioned a different model, creating a president-elect support team to design a strategic 75-day calendar to help advance the new administration's goals. This work was to have included everything from the president-elect's scheduling and "transition White House design" to Cabinet preparation and assistance for the vice president-elect and the first lady.

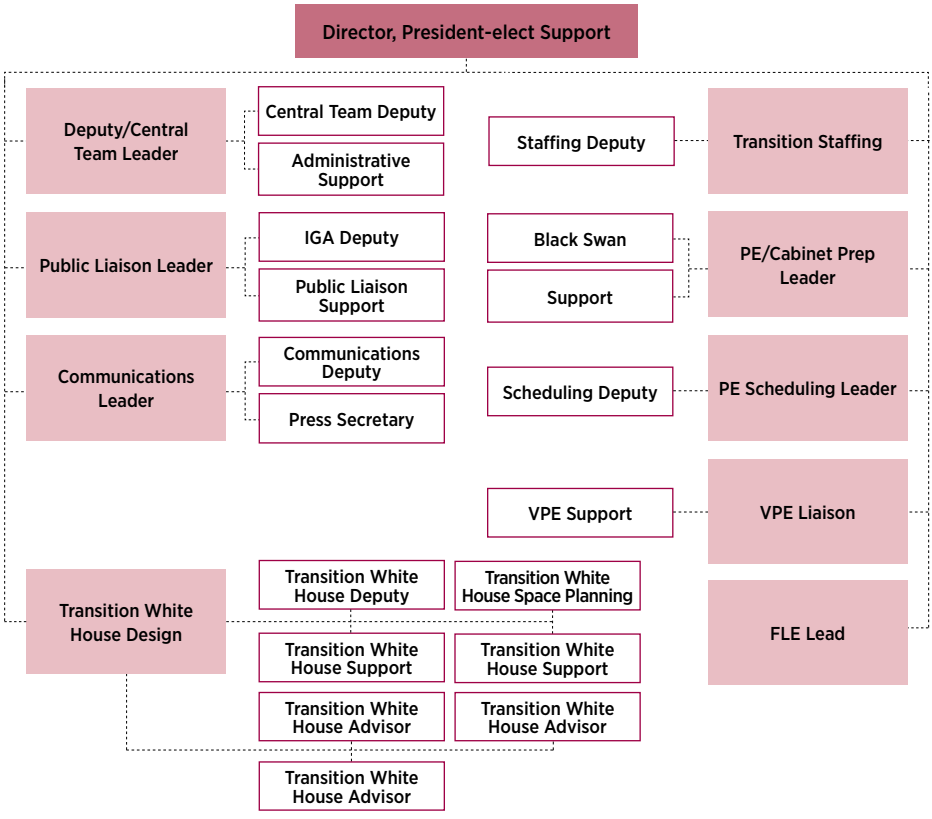
To the extent that the transition team is involved in president-elect support, it is important for the team to understand the president-elect's work style, including how early he or she likes to start, the preferred manner of receiving information, and who and how many people should be included in meetings as they develop the calendar and agenda for the post-election transition period.

Political functions

A good portion of the president-elect's time between the election and the inauguration will be taken up by traditional events and formal functions. These include communications with foreign dignitaries, outreach to other branches of government, major political figures and personnel announcements. State and local outreach plays a particularly important role. In 2008, the Obama transition had an intergovernmental affairs shop that coordinated communication and outreach to state and local governments, as these can provide a pipeline of potential nominees and serve as an outlet to key supporters and a source of pol-

Romney president-elect support: organizational chart

IGA=Intergovernmental Affairs, PE=President-elect, VPE=Vice President-elect, FLE=First Lady-elect



Source: Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 58.

EXHIBIT 2
221

Various transition approaches

Transition approaches are influenced by each President-elect's personal style, and strategic focus of the day.

	REAGAN	CLINTON	G.W. BUSH	OBAMA
Location preferences	• Based in California; retreated often to personal ranch • Regular DC trips to conduct own outreach	• Based in Arkansas; two brief, high-impact DC trips • Several trips to other states	• Late move (delayed result; preference to stay outside DC) • Flew stakeholders, members of Congress to Texas	• Based in Illinois, but early DC move for daughters' school • Split transition office model (Illinois and DC)
Personnel selection	• White House staff announced early; other positions paced throughout • Written statements, no press conferences; wanted to let nominees "shine"	• Highly consultative approach; high president-elect engagement in interviews (including low-level White House) • Announcements made later in blocks–Cabinet then White House • Promotion of successive transition leads to Cabinet	• Official processes delayed until president-elect declared, but hearings expedited to ensure readiness on January 20. • White House and Cabinet announcements made rapidly, in parallel	• Extensive written application process • Daily announcements (White House then Cabinet) • Announced in "topic clusters" to create press opportunities and frame policies
Policy focus	• Stuck to narrow and focused policy agenda (~5 priority policy issues) during the campaign period	• Commentary on broad range of topical issues (including economy and foreign policy) • Used "summit" approach (economic)	• Heavy emphasis on economy and education • Expanded "summit" format (business, technology, education, agriculture); used to inform policy	• Dominated by economic crisis • "Backward mapping" of key foreign and domestic events to prioritize policy (e.g., TARP) • Used Cabinet announcements as policy platforms
Congress and stakeholder outreach	• Heavy congressional outreach (perceived weakness of predecessor) • President-elect spent much of own time on the Hill	• Congress compressed into 2 brief, high-intensity DC visits • Significant effort with external stakeholders (e.g., business leaders and benefactors)	• Significant outreach to own party; some to Democrats • Key stakeholders visited Texas • Vice president conducted much outreach as president-elect's "proxy" in DC	• Less emphasis on Congress due to partisan rifts, though more in January due to crisis • Transition team conducted much on president-elect's behalf
Media and publicity	• Stayed out of public limelight; few formal press conferences • Used informal press Q&A sessions while on the road	• Significant focus on media and public appearances (including speeches and events)	• Strong use of photo ops; adhoc press interaction	• Announcements and web videos as policy vehicles • Staggered appearances to stay in public eye

Source: Boston Consulting Group analysis

EXHIBIT 2
222

Case 3:10-cv-00940-GPC-WVG Document 567-2 Filed 11/12/16 Page 222 of 500

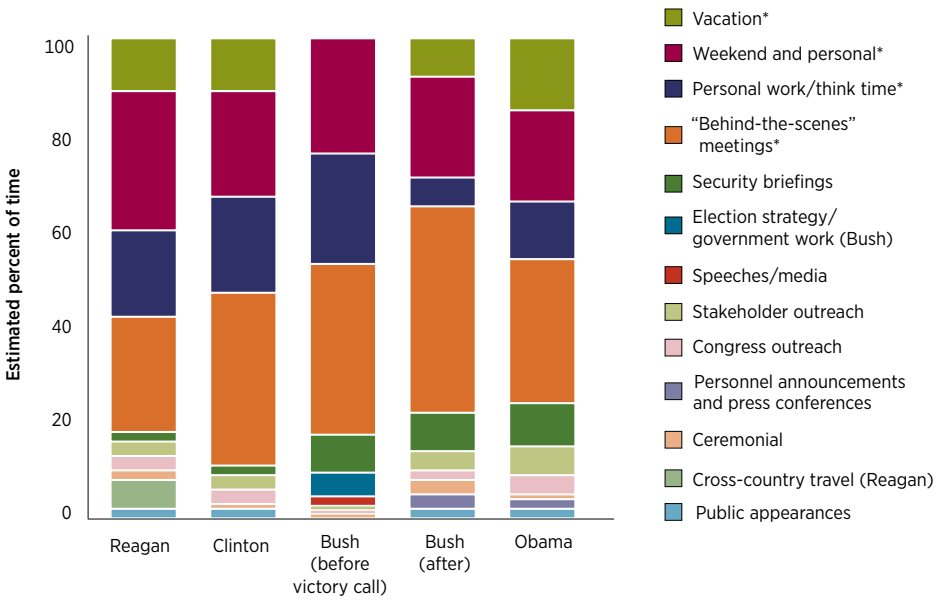
icy ideas. Immediately after the election, the president-elect and his staff will spend time returning congratulatory phone calls from foreign leaders, members of Congress and domestic supporters. While these calls typically do not touch heavily on outstanding policy issues, it is vital that the president-elect and the staff understand the relevant protocol.

Policy and intelligence briefings

After the election, the president-elect and top advisors will begin receiving daily intelligence briefings on matters of national security. In addition, there will be regular meetings on major domestic and international developments as well as potential policy decisions. The frequency and content of these meetings will vary depending on the president-elect's management style and policy agenda. Data compiled by the Boston Consulting Group found that Presidents-elect Bush and Obama spent roughly 8 to 9 percent of their time on security and intelligence briefings (time study available at presidentialtransition.org). In general, meetings with the president-elect during the transition should use the same processes that will eventually govern meetings in the White House—briefing materials, agenda preparation and a clear means of communicating the president's decisions and corresponding action items. The transition period is a good opportunity to test and refine processes and learn to work together as a team. During the 2008 transition, President-elect Obama's economic team met with Bush administration

President-elect time study

Allocations vary greatly across four president-elect transitions. This is largely due to different investments in meetings, personal work and time off.



*Categories are unaccounted in public records and are estimated

Source: Boston Consulting Group analysis

EXHIBIT 2
223

officials to discuss the distribution of Troubled Asset Relief Program funds, the appointment of an auto czar and the collapse of the auto industry.[52] In order to be fully prepared for these types of situations, the president-elect and his team will need to be briefed in advance of such meetings.

Meeting with the defeated candidate

During the transition, the president-elect traditionally meets with his election opponent. This is an opportunity to reaffirm the strength and vitality of America's democracy and to look for potential areas of common ground on which the two can work together. On November 17, 2008, about two weeks after the presidential election, President-elect Obama met with his campaign opponent, Sen. John McCain, at the Obama transition office in Chicago to discuss critical issues of interest to both men, such as Guantanamo Bay and the war in Afghanistan. Following the meeting, they issued a joint statement saying, "We hope to work together in the days and months ahead on critical challenges like solving our financial crisis, creating a new energy economy, and protecting our nation's security." By taking the time for such a meeting, the president-elect can demonstrate goodwill toward political adversaries and potentially generate more support for policies that will be pursued after the inauguration.

Downtime

Just as important as the formal functions and events that take place during the handover phase is the need to reserve sufficient downtime for the president-elect to recuperate from the campaign. As one senior transition advisor put it, "The candidate will not know how tired he is until he actually goes on vacation." After the 2008 election, Obama vacationed for 10 days with only limited availability to staff. It is important when determining the president-elect's schedule to have an idea of how much time the candidate plans to take off and prepare accordingly. By assuming that the candidate will be available to work a full schedule immediately after the election, the transition team may pose difficulties for itself down the road.

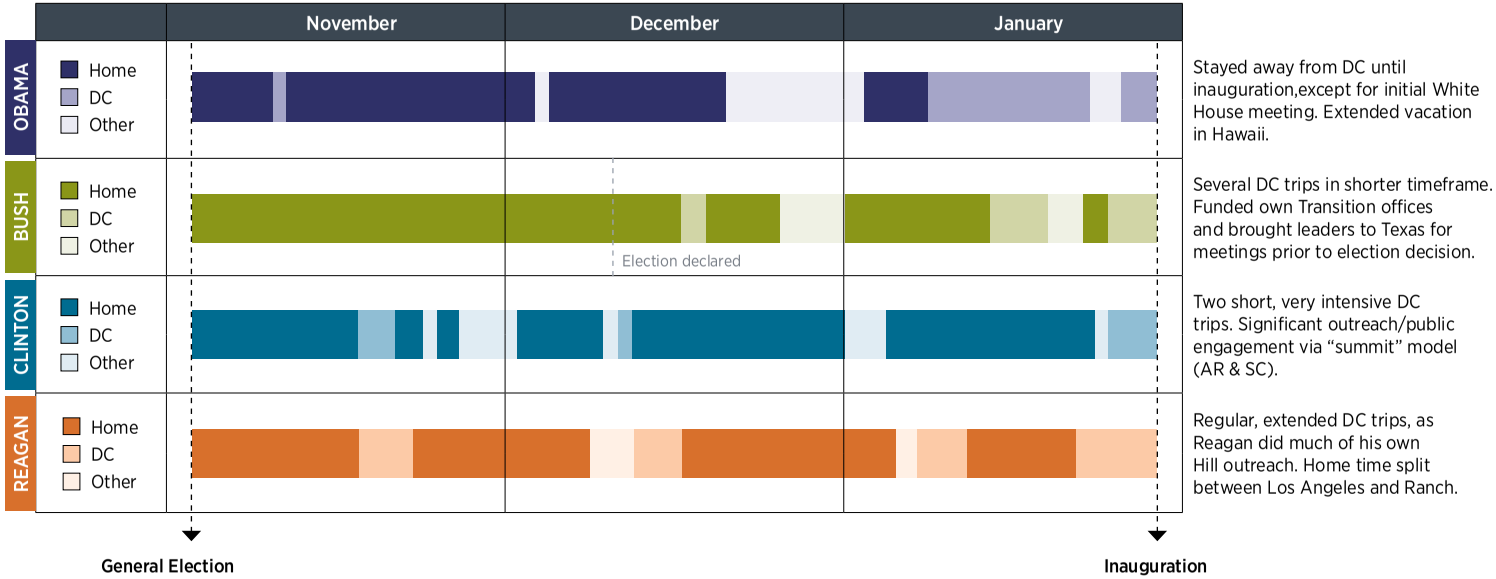
Unexpected events

In addition to the gamut of regular meetings, formal functions and downtime, the transition team must understand that unexpected issues will always crop up during the formal transition period, just as they will during the president's term. These can include nomination challenges from the Senate, the unanticipated withdrawal of top administration nominees, or simply unexpected domestic or international events. During the 2008 election, for example, the American economy continued to decline. Just weeks after the election, President-elect Obama stated in the Democratic weekly radio address that his economic team was developing a stimulus plan that would eventually become the American Recovery and Reinvestment Act.[53] By the time Inauguration Day

52 Martha Joynt Kumar, "The 2008-2009 Presidential Transition Through the Voices of Its Participants," *Presidential Studies Quarterly* 39, no. 4 (2009), 840, doi: 10.1111/j.1741-5705.2009.03712.x.
53 Jackie Calmes and Jeff Zeleny, "Obama Vows Swift Action on Vast Economic Stimulus Plan," *The New York Times*, November 22, 2008. Retrieved from nyti.ms/1Su8gFa.

Travel and location

"Dual office" model in home state and DC; most PEs stay outside the Beltway as long as possible.



Source: Boston Consulting Group analysis

EXHIBIT 2
225

Case 3:10-cv-00940-GPC-WVG Document 567-2 Filed 11/12/16 Page 225 of 500

arrived, the transition had spent, in the estimate of one team member, roughly 85 percent of its time developing the Recovery Act, something that could not have been foreseen before the election, but which was critically important to the early months of President Obama's first term.

Nominations can consume an inordinate amount of time should ethics, finance or other problematic issues come to light. Obama had three top Cabinet nominees withdraw for a variety of controversies, including Commerce Secretary nominee Bill Richardson for political donor questions, and Health and Human Services Secretary nominee Tom Daschle for tax irregularities. These withdrawals delayed the final appointments by two to three months and diverted time and attention away from other transition activities.

MAJOR STEPS IN PRESIDENTIAL CALENDAR PLANNING

The president-elect's schedule during the formal handover phase should be planned before the election, and should reflect the major issues and priorities of the new administration. Although the responsibility of developing the schedule may be assigned to a specific sub-office within the transition, the process of developing the major goals and themes requires coordination among all areas of the transition, including the policy, agency review and personnel teams. As a result, the presidential transition calendar plays an important role in ensuring that the various functions within the transition team are aligned to the president-elect's overall priorities.

Decide on location(s) of formal transition operations

How a president-elect divides time between Washington, DC, and his or her hometown depends on personal preference and management style. Most choose their hometowns, avoiding the capital except for a few high-priority visits. Doing so may be a matter of choice, but it is also an important way in which presidents-elect respect the convention of "one president at a time." Obama, for example, spent nearly all his time in Chicago and Hawaii. George W. Bush brought advisors to Texas, with only two short visits to Washington after the election was decided.

The transition team should consider, in coordination with the General Services Administration (GSA), establishing offices in Washington and in the president-elect's hometown, divided in such a way as to maximize the staff and resources of the transition. It will be important to make sure that GSA is aware of the president-elect's preferences. One of the major decision points for the transition team leading up to the election is how functions will be divided between the two offices and the resources that will be needed. In most cases, the policy experts and congressional staff will end up working on the transition in Washington, so it makes sense to put most of the transition functions in the capital. The transition leadership will likely need to spend a significant amount of time shuttling between Washington and the candidate's hometown. There also will be a need for press and advance staff in the candidate's hometown if personnel and policy announcements will be made there. Ultimately, it is up to the president-elect and the transition team to determine the structure that best suits the president-elect and the goals of the transition.

Most presidents-elect choose to compress their time in Washington into a few intensive, high-visibility visits. These visits should serve as an opportunity to reach out to Congress and other important stakeholders, and to be available for major press events. These visits should be timed to ensure maximum impact and avoid the time when Congress is in recess, where possible, or major holidays. Meetings with members of Congress should include both public events and private meetings to allow the incoming president to build important working relationships.

Finally, the presidential scheduling team should consider how to connect the president-elect with stakeholders outside of Washington. This can be accomplished by organizing fly-ins to the president-elect's hometown (the "summit" model favored by Clinton and Bush), more private meetings that are closed to the press, or by using vacations to connect with ordinary citizens (Obama's Hawaii vacations). Shortly after the 2000 election was decided, for example, Bush met at the governor's mansion in Austin, Texas with members of Congress of both parties to discuss education reform proposals, one of his top policy priorities.[54] While this meeting was closed to the public, it gave President-elect Bush an opportunity to push his agenda with an important constituency and move forward on an issue that he considered a key part of his presidency. As technology continues to advance and grow in importance as a tool of the political process, video conferencing and live-streaming web events can replace in-person events as a way to connect with the American people. It will allow for much more flexibility in building the president-elect's schedule, and allow connections with many more diverse groups than was previously possible. Obama is an example of an adopter of this approach. During the transition, his team began producing and disseminating a weekly webcast address that was modeled after the traditional presidential radio address. In these weekly addresses, Obama laid out his policy proposals and even announced the Cabinet nomination of Shaun Donovan to be the secretary of the Department of Housing and Urban Development.

Develop personnel announcement strategy

The timing of personnel appointments and announcements has varied widely in past presidential transitions, depending on the level of preparation of the transition team, the goals in making the announcements and occasionally on external factors. Although most prior transitions try to make their top candidate picks known before December 25, this leaves insufficient time for unexpected delays and nominee derailments. Instead, transitions should aim to make their top candidate picks known closer to Thanksgiving. Although the actual scheduling may vary depending on when the selection and vetting work is complete, transition teams should build sufficient time into the president-elect's schedule to enable a steady flow of announcements rather than waiting until the end of the transition period.

Ronald Reagan and Barack Obama both spaced out their appointment announcements during their transition periods, with Reagan announcing his

54 Richard A. Oppel Jr. and Diana Jean Schemo, "The 43rd President: The President-Elect; Bush is Warned Vouchers Might Hurt School Plans," *The New York Times*, December 22, 2000.

Policy summits in transition period

Clinton and Bush favored the "summit" model.

	GOALS	FORMAT	ATTENDEES
Clinton: Economic summit	• Publicly demonstrate economy's priority and demonstrate expertise/action • Highlight lingering long-term problems in the economy • Flesh out and build support for agenda with Cabinet and experts	• 7 sessions over 2 days • Range of topics related to the economy, including trade, health reform, childhood education, poverty • Primarily moderated by Clinton • "Oval" table discussion with Vice President-elect Gore, nominated economic team (Treasury, Labor, OMB, NEC, CEA) and rotating group of 25 guests • Q&A at every session • Held in downtown conference center • Televised on C-SPAN and broadcast on NPR	• 329 participants • Academic economists (e.g., Yale, MIT, Brookings) • Interest groups (e.g., trade unionists, community leaders, small-business owners) • Business executives (e.g., Apple, HP) • Many were Clinton supporters but ~10% of invitees were Republicans
Bush: Business and Tech summits	• Receive information from experts across range of industries candidly and quickly • Inform policy agenda development	• 2 days, split by topic • Day 1: Business—including reports from different sectors (e.g., retail, manufacturing, food), upcoming recession, trade, education, immigration visas • Day 2: High-tech industry and its impact on economy, education, minorities in business, workforce pipeline • Hosted by Secretary-designates of Treasury and Commerce • Held at the governor's mansion • Closed to the press	• Day 1: ~30-35 CEOs from a range of industries (e.g., Wal-Mart, Home Depot), academic experts and labor leaders • Day 2: High-tech leaders including heads of AOL, IBM, HP, Sun Microsystems, Dell and Cisco • Many attendees were campaign contributors or Bush supporters

Source: Boston Consulting Group analysis

EXHIBIT 2
228

Case 3:10-cv-00940-GPC-WVG Document 567-2 Filed 11/12/16 Page 228 of 500

first Cabinet picks immediately after the election via written statements, preferring to let his candidates speak for themselves. Obama made his first personnel announcements in mid-November, focusing initially on top White House economic and defense advisors before announcing the members of his Cabinet. Obama structured his announcements in daily "topic clusters," using each as an opportunity to provide policy commentary himself and frame his administration's approach.

Clinton and George W. Bush had much more compressed announcement schedules. For Clinton, this was due to a lengthy selection process, which continued through the final weeks of the year. His announcements were made largely in a two-week block just before December 25. Bush also had a compressed announcement schedule due to the delayed election results. Extensive preparation by his transition team allowed him to make Cabinet and White House announcements in parallel throughout the final five weeks of the transition, making up for lost time.

A selection process that meets the president-elect's preferences while also aiming to meet the Thanksgiving target should balance the need for sufficient internal vetting and consultation with the risk of leaks and delay. It also is important to consider the diversity of various candidates for the Cabinet, and to announce nominations in a way that reinforces the president-elect's commitment to diversity. The transition team also should be prepared in case a Cabinet nominee is derailed, and should have backup candidates in place should the need arise.

Determine policy development approach

A major focus for the president-elect during the transition phase is building relationships and establishing a rhythm with incoming White House aides. This goes hand-in-hand with developing a proper decision-making structure for the White House and constructing an early working Cabinet to become familiar with the various secretary nominees and develop relationships where they may not already exist. This process enables early team alignment around the president-elect's vision and priorities, and allows the team to begin planning and policy development early.

When scheduling the major policy development meetings and priorities, the transition team should look ahead to the major international and domestic events and milestones immediately after the inauguration to determine the key focus areas for the transition itself. This approach will ensure that the incoming administration is proactively orchestrating and planning for upcoming situations rather than reacting to unfolding events. Policy teams on the Obama transition included relevant domestic and international events in their recommendations to the transition team. For example, the Energy and Climate Change Policy Team identified the 14th Session of the Conference of the Parties to the United Nations Convention on Climate Change and the 4th Meeting of the Parties to the Kyoto Protocol as an upcoming opportunity to advance the incoming administration's climate change priorities. The Obama transition's economic policy team also prepared a full memo advising President-elect Obama against attending the November 15, 2008 G20 summit called by President Bush to address the deepening Great Recession.

Because of the limited time frame during the formal handover phase, the transition team must invest time translating the campaign agenda into a governing agenda and identifying the most vital opening issues that will set the early tone of the administration.

Coordinate external stakeholder outreach

The formal transition phase presents a fresh opportunity for the president-elect to reach out to external stakeholders and build support and momentum for major policy initiatives. A combination of public and private events may be a part of this outreach strategy.

One approach to building media attention and momentum for major policies is the summit model, used by Presidents Clinton and Bush during their transitions. Each held a two-day summit in the run-up to the inauguration, although President-elect Bush's summit on January 3, 2001, which brought together business leaders and other experts to discuss the economy, was closed to the press and geared toward providing a candid and open exchange of policy ideas to inform Bush's policies.[55]

Clinton's summit was designed to focus attention on the economy and build support around his economic policies. Moderated by Clinton and televised on C-SPAN, the summit had 329 participants, including academic economists, business executives, trade unions, special interest groups and some Republicans.

Develop communications strategy

A president-elect's communications and outreach strategy will vary significantly based on goals, personal preference and the opportunities presented by evolving communications technologies. Transition teams should seek to develop an outreach strategy in consultation with campaign communications staff, based on the level of comfort and visibility of the president-elect and his or her preferred communications channels.

Clinton and Obama each devoted significant emphasis and time to public communications. Clinton focused on community outreach and public speaking engagements as well as regular press conferences. Obama used a combination of weekly web addresses and regular television appearances. Obama also used personnel announcements as informal press conferences on specific policy areas.

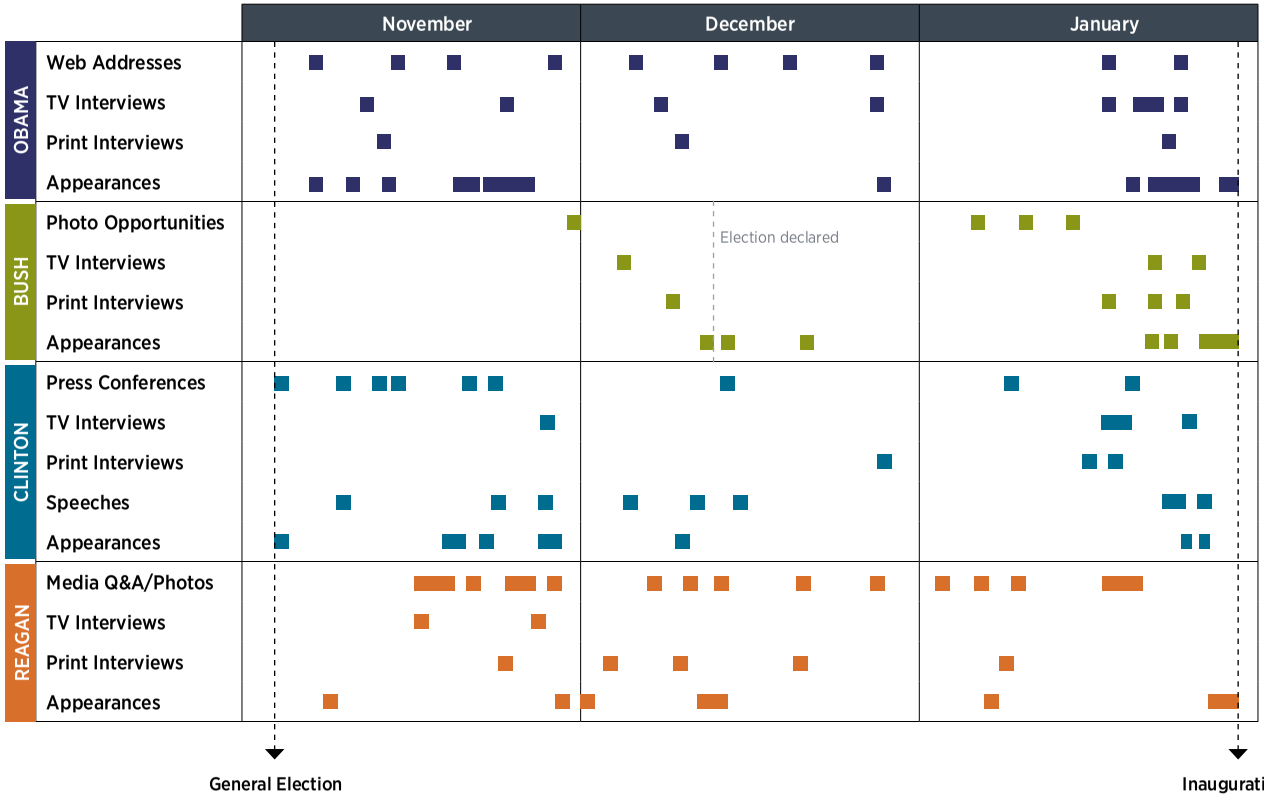
Reagan and George W. Bush had more traditional approaches to media outreach. Reagan preferred informal press question-and-answer sessions and photo opportunities rather than formal press conferences, and relied on written announcements and press briefings. Bush had a slow start to his media outreach, due in part to the late election results, and preferred photo opportunities as a way to maintain visibility rather than public speaking engagements or press conferences.

The transition also should consider the extent to which the transition chairman will be available for press appearances to provide details about transition planning. Given the current media environment, and the increased expo-

55 Peter Roff, "Analysis: Personnel is Policy," *United Press International*, January 3, 2001.

Communication strategy

This varied significantly by president-elect, with each trying to strike own level of visibility and channel mix



Ongoing communication via new channels (e.g., weekly web address). Used personnel announcements as press conferences.

Slow ramp up of media outreach; favored photo ops to maintain public visibility.

Significant emphasis and time spent on public communications: focus on community outreach and speaking engagements.

Used photo opportunities and informal press exchanges, rather than formal press conferences. Personnel announcements written rather than in-person.

Source: Boston Consulting Group analysis

sure that transition planning now receives thanks to laws like the Pre-Election Presidential Transition Act, the public will have a keen interest in what the president-elect is doing to prepare for his or her time in office.

On November 5, 2008, the Obama transition team launched change.gov, the official website of the transition. The website included a list of people involved in the transition, a blog and a jobs page. It also had a section that allowed visitors to share stories or their visions for the country using the Citizen's Briefing Book.

VICE PRESIDENTIAL PERSONNEL AND TRANSITION PLANNING

Including the vice presidential candidate's team in transition planning will help set the tone for the working relationship between the future president and vice president. The vice presidential candidate will likely want close associates included in the transition planning before Election Day to have input on potential administration personnel decisions and to convey any policy expertise. The presidential candidate and his running mate also will need to agree on the vice president's role in the new administration.

In 2008, the Obama transition team prepared a memorandum on the roles that vice presidents have played in prior administrations, and how the vice president-elect could approach his work in the Obama administration. The transition team included two longtime aides of Sen. Joseph Biden: Ted Kaufman, who later took Biden's seat in the U.S. Senate, and Mark Gitenstein, who later became U.S. ambassador to Romania. The two provided valuable insights on issues in which Biden had been a leader in the Senate, including foreign policy and the judiciary. They also began the planning process for the responsibilities Biden would assume when he became vice president.

After Election Day, Vice President-elect Biden spent a significant amount of time in Chicago participating in the policy and personnel discussions involving the president-elect. In Washington, DC, the Obama transition team created a separate vice president-elect team to oversee functions such as staffing, scheduling and communications. Members of Biden's Senate staff were integrated into the agency review and policy teams, and efforts were made to ensure that Biden staffers were in the mix for administration positions.

The Romney Readiness Project made similar efforts to ensure the smooth integration of Rep. Paul Ryan of Wisconsin, the Republican vice presidential nominee, into the transition planning process and to support his own transition. Joel Kaplan, a former deputy chief of staff for policy under George W. Bush, led this aspect of the transition. The vice president-elect and first family support functions had similar duties to the president-elect support team that had been established earlier in the transition planning process: scheduling, speechwriting, advance and travel and public liaison.[56]

56 Michael O. Leavitt, Christopher Liddell, Daniel Kroese and Clark Campbell, *Romney Readiness Project 2012: Retrospective & Lessons Learned* (Charleston, SC: R2P, Inc., 2013), 18, 64, 108.

TRANSITION PLANNING FOR THE FIRST FAMILY

Planning the first family's transition is different than that for a potential president or vice president. Generally, a spouse would not be expected to have a separate policy agenda, though will certainly choose some issues to champion. Literacy, education for women and girls in Afghanistan and fighting childhood obesity are some recent examples. However, careful thought should be given to what issues the future spouse of the president might focus on after Inauguration Day. Also, if the presidential candidate has young children as the Obamas did, there will need to be planning around the children's transition.

In 2008, the Obama transition prepared briefing materials about the historical roles of first ladies, social events that occur each year, the interaction between the East Wing and West Wing, the organization of the White House residence staff, and the logistics of living expenses, schooling and vacations. After Election Day, the Obama transition created a separate team to staff Mrs. Obama and help manage the family's move to Washington, DC. There were also numerous consultations between the Obama team and the staffs of previous presidents and vice presidents with young children (Carter, Clinton and Gore).

SUPPORTING THE PRESIDENT-ELECT
Action Items

- ☐ Determine effective dual-office structure between the president-elect's hometown and Washington, DC and how transition functions will be allocated between the two. Most presidents-elect choose to spend the majority of time in their hometowns, with a few high-profile visits to Washington timed for maximum impact.
- ☐ Develop a personnel announcement strategy with the goal of making the first nominee announcements by Thanksgiving.
- ☐ Coordinate daily intelligence briefings on national security matters and regular meetings with top advisors on major domestic and international developments as well as potential policy decisions.
- ☐ Meet with the defeated candidate to demonstrate goodwill and find common ground on areas in which the two could work together.
- ☐ Coordinate outreach to and interaction with major stakeholders—including foreign dignitaries, other branches of government and major political figures—to build support and momentum for major policy initiatives.
- ☐ Build a comprehensive communications strategy to help reinforce and promote the incoming administration's policy agenda. This strategy should be developed in consultation with the campaign and be based on the preferred methods and channels of communication for the president-elect.

"Ensuring that this transition is seamless is a top priority for the rest of my time in office."

George W. Bush
November 8, 2008 radio address

CHAPTER 7

Role of the Outgoing Administration

A successful presidential transition requires planning and preparation not only on the part of the incoming transition team, but also on the part of the outgoing president and administration. The 2008 Bush to Obama transition was widely regarded as one of the smoothest in recent history. Bush made the transition a top priority during his final months in office, and communicated that priority to the rest of his Cabinet and administration. This transition benefitted from a particularly auspicious set of circumstances, where the sitting vice president was not running for the presidency and the White House leadership could commit to helping the next president's team prepare, regardless of who won the election.

The incumbent has a responsibility not only to establish a tone of cooperation and transparency, but also to share information and knowledge about national security issues, develop an infrastructure for coordinating the transition within the White House and between the White House and agencies, provide assistance on presidential personnel issues, and plan and conduct training on emergency response with members of the incoming Cabinet.

ROLE OF THE OUTGOING PRESIDENT

A smooth transfer of power depends heavily on the attitudes and actions of the outgoing administration starting with the president. The relationship between the two sides should be professional and one of mutual respect. The president can play an important role in building this relationship, as President George W. Bush did at the end of his term of office. Just as it is important for the incoming administration to treat career and non-career agency staff with respect, it is important for outgoing officials to make the same commitment, and to prepare for a seamless transition regardless of whether the next president will be of the same political party or ideology.

Building relationships can start with outgoing administration officials sitting down with their incoming counterparts as soon as they have been announced. This will allow for a valuable transfer of knowledge and create relationships that may be useful later on. The Bush administration prioritized this type of knowledge transfer, with several administration officials meeting with their successors to share the status or progress of different efforts. For example, Secretary of State Condoleezza Rice and National Security Advisor Stephen Hadley sat down with incoming National Security Advisor Jim Jones and Secretary of State-designee Hillary Clinton to discuss the administration's work regarding North Korea and the Middle East.[58] Bush Press Secretary Dana Perino met with Robert Gibbs, President-elect Obama's press secretary, at the White House, gave him a tour and offered some friendly advice on preparing for the job, including keeping his home telephone number private.[59]

Cooperation with all candidates prior to the election

A supportive outgoing administration can go a long way toward ensuring a smooth transfer of power to the incoming president and his or her staff. During the 2008 transition, which took place during a time of war and economic recession, President Bush decided that he wanted "the best transition possible regardless of who was going to win,"[60] and publicly declared the smooth transition a "top priority for the rest of my time in office." As a result, the Bush White House worked hard to cooperate with both political campaigns before the election and with President-elect Obama after the election, doing extensive transition planning and providing assistance on homeland and national security, the economy, and agency reviews. President Bush pledged that his administration would provide "uniformity of access" to both campaigns, and took several steps to facilitate the work of the Obama and McCain pre-election transition teams. The Bush administration expedited security clearances for advisors to each candidate, provided national security briefings through the Office of the Director of National Intelligence, shared an inventory of federal

58 Martha Joynt Kumar, "The 2008-2009 Presidential Transition Through the Voices of Its Participants," Presidential Studies Quarterly 39, no. 4 (2009), 836, doi: 10.1111/j.1741-5705.2009.03712.x.
59 Mark Leibovich, "Between Obama and the Press," *New York Times*, Dec. 17, 2008.
60 William A. Galston and E.J. Dionne, Brookings Institution, *A Half-Empty Government Can't Govern: Why Everyone Wants to Fix the Appointments Process, Why It Never Happens, and How We Can Get It Done*, December 14, 2010, 11. Retrieved from brook.gs/1VKt8XH.

appointments and designed a new personnel system with input from both campaigns that the winner could eventually use in the White House.[61]

Meeting with the president-elect

The outgoing president should hold a meeting with the incoming president shortly after the election. This formal event is an important demonstration of the peaceful nature of America's democratic tradition and an opportunity for the incoming president to hear directly from his or her predecessor about the challenges and opportunities that the new administration will face going foward. It is also an opportunity for the president-elect to learn about some of the unique aspects of the presidency and to be directly informed about pressing issues. George W. Bush, for example, personally met with President-elect Obama right after the election, on November 10, to brief him on several international issues, including the U.S. drone program in Pakistan, the cyber-attacks the U.S. was conducting against Iran's nuclear program, and the strategic importance of the U.S.'s relationship with Saudi Arabia.[62]

61 Partnership for Public Service, *Ready to Govern: Improving the Presidential Transition*, Washington, DC: January 2010, 6-7.
62 Martha Joynt Kumar, *Before the Oath: How George W. Bush and Barack Obama Managed a Transfer of Power* (Baltimore, Johns Hopkins University Press, 2015), 176.

Transition checklist for incumbent president

Intentions and actions of sitting president are a significant driver in overall success of the transition.

April to October PHASE I	November to January PHASE II
☐ Establish White House Transition Coordinating Council and Agency Transition Directors Council	☐ Ensure relevant agencies have sufficient resources and vetting personnel to carry out ethics and background investigations
☐ Designate federal transition coordinator	☐ Provide high-level briefings to the president-elect, his national security team and key advisers
☐ Set guidelines and negotiate protocols for access to materials and personnel at the agencies and departments with the challenger	☐ Stage table top exercises with incoming and outgoing officials to prepare for crisis management
☐ Provide to campaigns a list of all appointed positions and their related responsibilities	☐ Provide access to the agencies and departments for the incoming administration's transition team
☐ Select and prepare career executives to temporarily fill appointed positions of departing officials	☐ Provide written protocols and guidance for the incoming White House staff, national and homeland security teams on everything they need to know in the event of a national security event
☐ Direct agencies to develop briefing materials for the incoming administration	
☐ Designate career officials to act until PAS nominees confirmed	

General Election

Source: Boston Consulting Group analysis

Presidential memoranda

In addition to setting the tone, there are several formal tools the outgoing president can use to support a smooth transition. The first are presidential memoranda and executive orders. These should make it clear to the administration as a whole that supporting a smooth transition of power is a top priority, and should establish general guidelines on how and what types of information to provide to incoming transition teams. The outgoing Bush administration did this early in the process, well before the election had taken place, sending out a message to agencies and the Cabinet to cooperate fully with the transition and to provide the new president's team with whatever information they needed. This set a clear mandate for cooperation that continued throughout the transition.

President Bush used executive orders and presidential memoranda to help develop an infrastructure that could support the formal handover of power. For example, Bush's Executive Order 13476, Facilitation of a Presidential Transition, dated October 9, 2008, established a Presidential Transition Coordinating Council and took other steps including requiring the General Services Administration (GSA) to develop a transition directory and briefing materials for incoming appointees, and agencies to enter into transition agreements with the major-party transition teams regarding "transition procedures and identification of transition contacts" (see appendix 7.1). Some of these provisions are now required by the Pre-Election Presidential Transition Act of 2010, while others were enshrined into law by the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015.

In addition, the White House should negotiate a memorandum of understanding with the incoming transition team governing terms of access to federal facilities, information and personnel. See chapter 1 for additional information on this memorandum and see appendix 1.1 for an example from 2008.

The administration may also seek to limit the number of "midnight regulations" issued by agencies in the final months of the president's term. As discussed in chapter 4, in 2008, White House Chief of Staff Joshua Bolten circulated a memo to the agency heads in May setting a deadline of November 1 for the issuance of new regulations. In December 2015, the Obama administration took a similar step when Howard Shelanski, administrator of the Office of Information and Regulatory Affairs, directed the agencies' deputy secretaries to complete high-priority rules by summer 2016. Both of these memoranda can be found at presidentialtransition.org.

Federal transition coordinator

One important way in which the outgoing administration can ensure an orderly and committed transition is by designating a federal transition coordinator within GSA in advance of any potential transition, whether the incumbent administration is running for re-election or leaving office. The Obama administration did this in the spring of 2015 with the appointment of Mary Gibert to

serve as GSA's director of presidential transitions.[63] By late spring, Gibert and her team had already identified transition office space and begun building the teams that would oversee key transition work streams. The coordinator should be empowered to ensure that all statutory requirements for transition planning are met, and should serve as co-chair of the Agency Transition Directors Council and as a member of the White House Transition Coordinating Council.[64] The federal transition coordinator may also serve as the intermediary through which candidates can initiate communication and planning with agencies that provide transition services prior to the formal transition period.

White House transition coordinator

The outgoing administration should designate a high-ranking official to serve as the White House transition coordinator, responsible for ensuring that all necessary preparation takes place for a smooth transfer of power and to serve as the front line of communication and coordination within the White House itself. This person will play a significant role in gathering and disseminating information about White House personnel and staffing issues, and will serve as the main point of contact between the White House and the candidate's transition representatives. For that reason, the coordinator should be a person of significant stature within the White House. For President Bush, this role was handled by Deputy Chief of Staff Blake Gottesman. In planning for a possible transition in 2012, President Obama devised two possible transition scenarios, depending on whether he won or lost re-election. In both cases, however, Cabinet Secretary Chris Lu, Deputy Chief of Staff for Operations Alyssa Mastromonaco and GSA's federal transition coordinator, Darren Blue, would play key roles. Once named, the White House transition coordinator should work closely with the federal transition coordinator, housed at GSA, to disseminate guidance to the agencies and facilitate communication with the incoming transition teams.

Uniformity of access

During elections when the sitting president is not seeking re-election, the outgoing administration must ensure uniformity of access to transition information and assistance. The importance of ensuring that our nation's leaders are ready for the challenges of governing rises above partisanship, and the outgoing president should ensure that each candidate's transition team receives an equal offer of materials, assistance, access and guidance. Moreover, access to any internal White House systems or processes that may be useful to the candidates should be shared early and equally to ensure that the incoming administration can transition seamlessly regardless of the election outcome.

63 In early 2016, Gibert was assigned as a regional commissioner for GSA's Public Buildings Service, and Tim Horne was named to replace her as director of presidential transition. Horne had led the presidential transition support team during the 2008 election.

64 S. 1172, the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015, established these councils and the role of the federal transition coordinator via statute; prior to this legislation, the president could choose to establish them via executive order, as President Bush did in 2008.

MAJOR STEPS FOR THE OUTGOING PRESIDENT

The actions of the incumbent president during the campaign and formal transition period can have a significant impact on the overall ease of a presidential transition. It is important for incumbent presidents to ensure the right organizations and processes are in place to facilitate the smooth transfer of power, and take determined steps to coordinate and share knowledge and resources with the incoming transition teams, regardless of who their successor will be.

Transition coordinating councils

President Bush established a 15-member Presidential Transition Coordinating Council[65] to support the 2008 transition. The council was chaired by Joshua Bolten, who was the White House chief of staff at the time, and composed of White House and select administration officials. The executive order that established the council allowed it to obtain input and advice from outside individuals and groups. The council was tasked with coordinating a cross-government effort to assist both campaigns in planning transition activities prior to the presidential election and through the inauguration.

The activities of the council included everything from arranging domestic security briefings and intelligence coordination to assisting with administrative issues and developing a proposed schedule for the incoming transition team.

65 The White House, *Facilitation of a Presidential Transition* (Executive Order 13476), October 9, 2008. Washington, DC.

The 2008 Bush Transition Coordinating Council

The council was critical to the success of the Bush-Obama transition.

WHITE HOUSE	Chief of Staff (Chair) Deputy Chief or Staff for Operations (Vice Chair) Deputy Chief of Staff for Policy White House Counsel National Security Advisor Homeland Security Advisor NEC Director OMB Director PPO Director
OTHER AGENCIES	OPM Director Attorney General Director of National Intelligence General Services Administrator Archivist of the United States OGE Director
CANDIDATE LIAISONS	Obama transition liaison(s) McCain transition liaison(s)

Source: Boston Consulting Group analysis

EXHIBIT 2
241

The Transition Coordinating Council helped streamline the security clearance process for both campaigns and set up classified briefings with President-elect Obama and his top advisors following the election. The council also prepared transition documents and "performance snapshots" for each agency, and ensured that the same information and assistance was provided to both candidates.

Membership of White House Transition Coordinating Council

WHITE HOUSE	White House Chief of Staff* Director of OMB* Other senior members of EOP selected by the president*
OTHER AGENCIES	Federal Transition Coordinator Administrator of GSA* Director of OPM* Director of OGE* Archivist of the United States* Any Cabinet member*
CANDIDATE LIAISONS	Transition representatives from each eligible candidate

*These officials are suggested by the act as potential members of the council but are not required. The president must select the council's chairperson, who must be a senior member of EOP.

Source: S. 1172, the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015

Membership of Agency Transition Directors Council

WHITE HOUSE	Deputy Director for Management, OMB (Co-Chair) Other senior members of EOP selected by the president
OTHER AGENCIES	Federal Transition Coordinator (Co-Chair) Senior representative leading transition efforts from: • Each Cabinet department • Environmental Protection Agency • National Aeronautics and Space Administration • Office of Personnel Management • Office of Government Ethics • National Archives and Records Administration • Other agencies selected by Co-Chairs
CANDIDATE LIAISONS	Transition representatives from each eligible candidate (during election years)

Source: S. 1172, the Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015

The Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 requires that the president form a White House Transition Coordinating Council no later than six months before Election Day. The measure directs the council to provide guidance to agencies and the federal transition coordinator regarding preparations for the presidential transition, including succession planning and preparation of briefing materials; facilitating communication and information sharing between the transition representatives of eligible candidates and senior employees in agencies and the Executive Office of the President; and preparing and hosting interagency emergency preparedness and response exercises.

President Bush also established an agency transition council, bringing together career agency transition coordinators prior to the 2008 election under the auspices of GSA to discuss common issues they would need to confront during the post-election period. After the election, additional meetings were held to deal with issues such as giving Obama transition personnel access to agency officials and information. In 2012, GSA's Darren Blue, then serving as the coordinator for federal transition, facilitated the creation of an agency transition directors council. The council was a natural conduit between the administration and the Romney team and served as a catalyst for agencies to begin preparing for the possible transition (such as identifying career staff who would serve in interim roles and developing briefing materials) and for the White House to remain engaged in the process.

The Edward "Ted" Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015 codifies this process, enshrining a permanent Agency Transition Directors Council to ensure the federal government has an integrated strategy for addressing interagency challenges and responsibilities around presidential transitions and turnover of non-career appointees.

The council is tasked with coordinating transition activities among the various federal agencies while drawing on guidance provided by the White House Transition Coordinating Council and lessons learned from previous transitions. It is also required to assist the federal transition coordinator, provide guidance to agencies in gathering briefing materials and information relating to the transition, and ensure agencies adequately prepare career employees who are designated to serve in acting roles until political appointees are confirmed.

Prepare for national security handover

Ensuring complete knowledge transfer of national security and intelligence matters is one of the top priorities in any transition, particularly during times of war. This was of particular concern for the outgoing Bush administration due to the fact that the 2008 transition was the first wartime presidential transition for the United States since the Vietnam War.

As a result, the White House implemented processes put into place by the Intelligence Reform and Terrorism Prevention Act of 2004 (see appendix 3.1), which allowed for expedited security clearances for key advisors and top transition aides of both campaigns in the run-up to the election. The law and the committed work of the Bush administration ensured that, regardless of the election outcome, the new president-elect's staff would have immediate access to classified briefings and national security intelligence.

The White House also facilitated orientation briefings for both presidential candidates. Immediately after the party nominating conventions, the White House directed the Office of the Director of National Intelligence to provide regular briefings to each presidential candidate and their staff on important issues of national security. Additional briefings were prepared on the ongoing financial crisis, as well as general ethics and financial disclosure rules, to facilitate the presidential appointment process.

In mid-December, the Bush administration advised agency heads to formalize a plan for continuity of leadership and identify a career executive or executives to steward critical functions until the incoming administration could take over. The administration also reached out to the White House Military Office and the Secret Service to coordinate briefings directly with the incoming Obama team and to ensure a smooth transfer of the presidential line of succession in the event of an emergency

Besides the orientation briefings, the Bush administration hosted a tabletop "black swan" exercise after the election in the Eisenhower Executive Office Building for President-elect Obama's national security team. This exercise, according to soon-to-be Secretary of Homeland Security Janet Napolitano,

Conduct a crisis planning tabletop exercise (2008 crisis training)

PREPARATIONS	LOGISTICS	RECOMMENDATIONS
Bush team began planning crisis training for new administration in early 2008 Worked primarily with White House Military Office to develop scenario, other elements Bush team conducted simulations to prepare Incoming Obama team was not asked to prepare in advance for the exercise	2+ hour exercise on January 13 at White House Scenario: improvised explosive devices in several American cities Attendees: all Bush and Obama Cabinet-level officials, including national security advisors, DHS heads, chiefs of staff	Pick an exercise that highlights critical information to learn and understand pre-inauguration Specific scenarios work best —makes it more real Hold the exercise earlier to allow more time pre-inauguration to follow-up Have more career officials in the room who will carry over from administrations Consider a full day or alternatively several sessions across multiple days Agencies should prepare briefings for new heads on emergency response, continuity of operations
	BENEFITS TO PARTICIPANTS Helped highlight the gravity and importance of the topic for incoming team Allowed participants to lay eyes on who they would interact with in emergency Identified gaps in knowledge Helped incoming team determine what to research pre-Inauguration	

Source: Boston Consulting Group analysis

simulated an event in which multiple bombs were detonated in different locations and "how that information would be received, processed—what different departments would begin to do, and the like."[66] The session was intended to provide the incoming administration with a sense of what it is like to manage a major crisis in real time, and to equip the Obama team with critical information on emergency procedures, planning and response both within the White House and across government.

An initial crisis training session was conducted in November 2008 over the course of a few hours immediately following a Bush Cabinet meeting, including only the internal Bush team and meant to prepare for a joint exercise with incoming officials. In late November, government officials met with incoming Obama Chief of Staff Rahm Emanuel and members of the president-elect's national security team to brief them on the legal, policy and legislative frameworks and the relevant protocols that the new administration would need to know. In January 2009, a full exercise was conducted in the White House Situation Room with the Bush and Obama Cabinets, those who would have been involved in a real situation. Incoming Cabinet officials sat next to their outgoing counterparts. White House staff members involved in the exercise said it was still difficult for senior government officials to set aside the time necessary to participate, and the Obama team had a similar challenge ensuring their people were able to attend.

Ultimately, the exercise was a mixed experience. The short time frame, only two hours, left little time for actual training, and the exercise only hit on some key information. Still, the training conveyed the importance of crisis planning and the need to work together and communicate effectively, provided participants with a sense of who they would be interacting with in a crisis (e.g., the FBI director, who serves a fixed term that spans administrations) and which organizations were responsible for what, and showed how chaotic the immediate aftermath of a crisis can be. One official said, "What matters in a transition is not telling the incoming team how to do their jobs, but what they need to know and understand in an emergency."

There were several recommendations for improving the experience from advisors involved in its execution. These included setting aside more time for the training (ideally a full day on emergency response), selecting a specific scenario that highlights the key takeaways and that will make it more realistic, and involving more career agency staff in the training. A senior White House official advised that every Cabinet secretary be accompanied by their most senior career executive to improve knowledge sharing and enable the incoming secretary to meet that person. One senior national security official commented that the Cabinet exercise would have been most effective as the culmination of a tiered series of related exercises designed for both career executives in an acting role and the incoming political leadership. Finally, those involved agreed on the value of the administration sitting down with the incoming transition team in advance of any exercise to provide a detailed briefing on the White House decision structure in a crisis, a necessary step and a useful conversation starter.

66 *Hearing on the Nomination of Janet Napolitano to be Secretary of Homeland Security, Before the Committee on Homeland Security and Governmental Affairs*, 111th Congress (2009).

An incoming White House staff would benefit from both an opportunity to determine how it would be organized for emergency situations before involving the Cabinet secretaries in a scenario, and from a clear understanding of the interagency process by which conflicts between agencies are resolved. Key to all of these recommendations is high-level ownership from within the outgoing White House. In 2008, Bush Chief of Staff Joshua Bolten made clear the importance of this exercise and how critical it was that Cabinet and White House staff attended, a message that incoming Obama Chief of Staff Rahm Emanuel echoed to his team.

Ensuring senior-level participation in such exercises is critical, as previously unforeseen circumstances will inevitable arise. In March 2010, the Coast Guard conducted a Spill of National Significance exercise as required by statute to simulate a catastrophic oil spill. Homeland Security Assistant Secretary Juliette Kayyem participated, but was the only senior political appointee to do so. The Deepwater Horizon oil spill occurred just one month later.

Budget process

Since 1990, the outgoing president has been able to choose whether to submit a budget to Congress in their final month in office or leave the task to their successor. All three departing presidents since have chosen not to submit a final budget request.[67] Nevertheless, OMB and the federal agencies must collect a large amount of data and make significant preparations in order to allow the incoming president to submit a budget proposal in their first months in office. In April 2008, OMB Director Jim Nussle informed the agencies that although the Fiscal Year 2010 budget would be submitted by the next president, "we intend to prepare a budget database that includes a complete current services baseline...from which the incoming Administration can develop its budget proposals."[68] This information helped inform President Obama's Fiscal Year 2010 budget request, an overview of which was submitted to Congress one month after taking office.[69]

Assist the campaigns with the presidential appointments process

Because of the importance of the presidential personnel selection process in a transition, one of the ways the White House can facilitate the handover is to prepare a list of all the presidentially appointed positions in the federal government and a brief description of their responsibilities, and to share this list with the candidates' transition teams. This list is currently required by the Intelligence Reform and Terrorism Prevention Act of 2004, and should include a count of the number of each type of personnel (e.g., PAS, PA, non-career SES, Schedule C) as well as their distribution throughout the various agencies and the White House. This list was compiled by the Bush administration well before the election and the information in it served as the basis for the Obama

67 Michelle D. Christensen, Congressional Research Service, *Submission of the President's Budget in Transition Years*, May 17, 2012, 1. Retrieved from http://bit.ly/1PfSTtN.
68 Office of Management and Budget Memorandum M-08-17, April 7, 2008. Retrieved from http://1.usa.gov/1U0aZqC.
69 Michelle D. Christensen, Congressional Research Service, *Submission of the President's Budget in Transition Years*, May 17, 2012, 2. Retrieved from http://bit.ly/1PfSTtN.

transition team's personnel planning. In addition, the Bush White House helped to facilitate the design of a new presidential personnel database, with input from both the Obama and McCain campaigns as well as GSA. McCain's personnel director had developed the template for the new database initially, but the software was shared with the Obama campaign in an effort to help ensure a smoother personnel process regardless of who won the election. As a result, the updated personnel system was fast-tracked by the White House and developed and put in place by GSA before the inauguration. It was shared with both campaigns prior to the election, ensuring that the incoming administration was familiar with the tool and could move smoothly from transition personnel planning to the Office of Presidential Personnel in the White House.

An outgoing White House may consider additional steps to reform or streamline the appointments process as a service to the next administration. For example, many presidential appointees are subject to a time-consuming and, some would argue, unnecessary FBI full field investigation as part of the clearance process. Such investigations involve interviews of family members, friends and past employers. Originally required by an Eisenhower administration executive order for appointees to sensitive national security positions, the use of the full field investigation has expanded to cover many positions not sensitive in nature. In fact, the presumptive standard for all potential Senate-confirmed nominees, regardless of role, is a background investigation that covers the previous 15 years, even though a 10-year investigation is sufficient for other positions in the executive branch, including national security positions that require access to the most sensitive information.[70] An outgoing administration could review this and other practices and make changes, ideally in consultation with the incoming administration, to improve the process. For example, a new executive order could be issued to adopt a tiered clearance process based on the type of position to which an individual has been nominated and whether an individual has previously been cleared. More streamlined background checks could apply for those appointed to non-sensitive positions and those with previous clearances or who are moving between government posts. This change would reduce the time required to fill vacancies and save time and resources for the FBI.[71]

70 Working Group on Streamlining Paperwork for Executive Nominations, "Streamlining the Background Investigation Process For Executive Nominations: Report to the President and the Chairs and Ranking Members of the Senate Committee on Homeland Security & Governmental Affairs and Senate Committee on Rules & Administration," May 2013, 6-7. Available at presidentialtransition.org.

71 Memorandum to Fred Fielding by O'Melveny & Myers on behalf of the Partnership for Public Service, April 10, 2008. Available at presidentialtransition.org.

Prime the agencies for the presidential transition

An important way in which the incumbent administration can facilitate a smooth presidential transition is to provide clear guidelines and instructions to the various federal agencies on how to cooperate and what materials to prepare. The Bush administration did this by issuing a transition guidance memorandum in July 2008 to the President's Management Council, composed of deputy secretaries and chief operating officers of each major agency (see appendix 7.2). This memo instructed agencies to identify a career official to serve as their transition coordinator and as the main liaison between the agency and the president-elect's transition team. The memo also gave broad guidance to provide the transition teams with whatever information they required to prepare for the handover, and to be as helpful and transparent as possible.

The memorandum directed agencies to prepare a brief summary of their department's basic organization, current mission and performance goals, and to identify and provide a summary of their major policies as well as internal management, legal and infrastructure challenges. Agencies were told to complete this assignment by October 31, and all accomplished this goal, though several senior transition advisors suggest that this deadline should have been set earlier to avoid the last-minute scramble.

The Presidential Transition Coordinating Council also instructed each agency to identify and describe the positions of departing political appointees and to identify the career officials responsible for assuming those positions during the handover. As part of this process, the White House asked politically appointed staff members to resign prior to the election, or to commit to staying through the entire handover and inauguration process.

Other interagency councils were used to prepare for the transition as well. In May 2008, OMB Deputy Director for Management Clay Johnson led a President's Management Council meeting focused on preparing career employees to receive new political leadership and assisting current political appointees successfully exit. This discussion surfaced issues ranging from ensuring national security continuity of operations to providing incoming political appointees with government-issued phones and parking credentials.

The Obama administration followed the Bush model in preparing agencies in 2012 for a possible transition. In an October 17 Agency Transition Directors Council meeting hosted by GSA and attended by Chris Lu, agency transition directors were given direction and deadlines regarding the material they needed to prepare in anticipation of a possible transition. The meeting identified three key roles and responsibilities for agency transition directors as they related to either working with the Romney landing teams or preparing for a second-term Obama administration: naming lines of succession and key personnel, organizational briefings (including performance management and improvement goals), and a summary of key congressional, regulatory and legal matters that will impact the agency or its work in the first 90 days after the election. The Office of Government Ethics also briefed the participants about its role in the transition and in the certification of nominees. The meeting was of further benefit in that it enabled agency representatives to meet each other, flag high-priority or time-sensitive issues, and identify areas in which they might need to work together.

Agency preparations

Just as outgoing White House leaders can meet with their successors to set the right tone, develop a working relationship, and share critical information, so too can senior agency leaders. In 2008, the secretary of housing and urban development, Steve Preston, was faced with multiple challenges in the midst of the housing crisis that he would have to hand off to his successor, including the Federal Housing Authority's vastly expanded role in the mortgage insurance market, a position on the board of the Troubled Asset Relief Program, and the ongoing effort to rebuild public housing in New Orleans in the wake of Hurricane Katrina. Preston explains, "When the new secretary was coming in, I felt it was going to be a very important part of my role to make sure that the baton was passed on any number of critical initiatives that were important to the mission of the agency and to the country. I put together a five-page issues list, called the new secretary and invited him to dinner. I think he thought we were just going to chat and have a nice dinner. Instead, I put that list in front of him and said, 'Shaun, this is what you've got to think about. We're not leaving this dinner until we get through this.' He and I developed a great relationship through that experience, and we continued to confer a number of times after the handover of the government." Departing agency leaders can also provide their successors with tips on how best to interact with the career workforce. One senior Bush administration official thought emphasizing the role of inspectors general to help minimize waste, fraud and abuse would be particularly helpful to highlight.

Agencies should also be prepared to follow any guidelines or instructions issued by the interagency transition coordinating councils regarding transition preparations. This will require designating senior career employees to oversee transition activities for each agency and major subcomponent. Ensuring continuity of operations will also require identifying career officials to fill potential vacancies in an acting capacity and adequately preparing them to do so. This kind of preparation requires training materials that reach the intended audience. In 2008, the Department of Homeland Security developed a robust training curriculum, including readings, in-class seminars, and exercises, based on their already-established National Security Professional Development program. However, Rear Adm. (Ret.) John Acton, who ran the Department of Homeland Security's transition preparations in 2008, explained that "without mandated attendance and resource support, participation in the training was sometimes sparse, due to time pressures and the 'tyranny of the present.' As a result, some in positions of authority could have been unprepared to execute their mission should a crisis have occurred in the first few months of the new president's term. This may have been the single biggest shortcoming in 2008." Moving forward, the outgoing administration, as well as the incoming presidential personnel operation, should prioritize training programs such that all incoming political appointees and career officials designated to take on acting roles are expected to participate and are adequately prepared to handle emergencies on day one.

A significant amount of turnover in political appointments is a natural consequence of the change in presidential administrations. Agencies should

prepare for vacancies by identifying career officials to temporarily fill those roles in an acting capacity and to train them as necessary. Agencies' human resources, records and ethics officers should prepare for both the exit of a large number of appointees in the last year of a presidency and the wave of incoming officials in the new administration, while following guidance issued by OPM, the National Archives and Records Administration and OGE.

Agencies will be expected to develop briefing materials on their organizations' structure, mission, relevant legislation and other key issues to inform incoming agency leaders. These briefing materials need to be candid to be most helpful. It is important to highlight things that are working well and provide examples of big successes and notable reform efforts. At the same time, the incoming administration needs to understand the challenges, including management risks, they are likely to face in their first months in office. Agencies should consider putting together a "30-60-90 day" issues binder that collects this information. Briefing materials should also communicate the programmatic goals the new administration will inherit. One senior Bush administration official emphasized that the best briefing materials are those that personify the subject by giving examples of specific people who led efforts when discussing agency programs.

While the presidential candidates do receive informational briefings prior to the election, these have historically been limited to national security and the intelligence community. Many agencies could provide basic "101" briefings to candidates' teams, which could free up valuable time between the election and inauguration for the president-elect's agency landing teams to dig deeper into the work of the agencies.

ROLE OF THE OUTGOING ADMINISTRATION
Action Items

- ☐ Convene the White House Transition Coordinating Council, chaired by a senior-level White House official, to coordinate transition planning for the whole administration and the Agency Transition Directors Council to facilitate the sharing of best practices among agency-level transition leaders.
- ☐ Give both campaigns' transition teams a list of all the presidentially appointed positions in the federal government and a brief description of their responsibilities.
- ☐ Prime agencies for the transition by requiring them to identify career officials to serve as their transition coordinator, identify and describe the positions of departing political appointees and identify the career officials responsible for assuming those positions during the handover, and create brief summaries for agency review teams of their agencies' organizational structure, mission and policies, as well as any major upcoming issues or decisions.
- ☐ Prepare for a national security handover by (1) expediting security clearances for key advisors from both transition teams prior to the election to allow for immediate access to classified briefings post-election; (2) hosting a tabletop "black swan" exercise at the White House with the president-elect's team; and (3) directing agency heads to formalize a plan for continuity of leadership until the incoming administration can take over.
- ☐ Meet with the president-elect shortly after the election to brief him/her on challenges and opportunities the new administration will face going forward.

APPENDIX 7.1

Bush Administration Executive Order Facilitating the Presidential Transition

Source: Executive Order 13476

Federal Register, Vol. 73, No. 199, Tuesday, October 14, 2008

Title 3—The President
Executive Order 13476 of October 9, 2008
Facilitation of a Presidential Transition

By the authority vested in me as President by the Constitution and the laws of the United States of America, including section 7301 of title 5, United States Code, and the Intelligence Reform and Terrorism Prevention Act of 2004 (Public Law 108—458) (IRTPA), and in order to further the purposes of the Presidential Transition Act of 1963, as amended, and to assist the presidential transition, it is hereby ordered as follows:

I. PRESIDENTIAL TRANSITION COORDINATION

a. To assist and support the transition efforts of the transition teams for the "major party" "candidates," as those terms are used in the IRTPA and defined in section 9002(2) and (o) of the Internal Revenue Code of 1986 (26 U.S.C. 9002(2),(6)), and the President-elect, there is established a Presidential Transition Coordinating Council (Council).

b. The Council shall be composed of the following officials or their designees:

i. Chief of Staff to the President, who shall serve as Chair;
ii. Assistant to the President and Deputy Chief of Staff for Operations, who shall serve as Vice Chair;
iii. Assistant to the President and Deputy Chief of Staff for Policy;
iv. Counsel to the President;
v. Assistant to the President for Presidential Personnel;
vi. Assistant to the President for National Security Affairs;
vii. Assistant to the President for Homeland Security and Counterterrorism;
viii. Assistant to the President for Economic Policy and Director, National Economic Council;
ix. Attorney General;
x. Director of National Intelligence;
xi. Director of the Office of Management and Budget;
xii. Director of the Office of Personnel Management;
xiii. Administrator of General Services;
xiv. Archivist of the United States;
xv. Director of the Office of Government Ethics; and
xvi. Such others as the President or the Chair of the Council may select.

c. (c) The Council shall assist the major party candidates and the President-elect by making every reasonable effort to facilitate the transition between administrations. This assistance may include, among other things, providing information relevant to facilitating the personnel aspects of a presidential transition and such other information that, in the Council's judgment, is useful and appropriate, as long as providing such information is not otherwise prohibited by law.

d. In order to obtain a wide range of facts and information on prior transitions and best practices, the Council, its members, or their designees may, from time to time, seek information from private individuals, including individuals within outside organizations,

who have significant experience or expertise in presidential transitions. The Council, its members, or their designees shall endeavor to obtain such facts and information from individuals representing a range of bipartisan or nonpartisan viewpoints. If the Council, its members, or their designees find it necessary to seek advice from private individuals or outside organizations, such counsel should besought in a manner that seeks individual advice and does not involve collective judgment or deliberation.

e. It shall be the policy of the Council to provide appropriate information and assistance to the major party candidates on an equal basis and without regard for party affiliation.

II. TRANSITION ACTIVITIES AND MATERIALS

a. At the direction of the Councilor or its designee(s), the Administrator of General Services shall coordinate orientation activities with the appropriate agencies, including the Office of Government Ethics and the Office of Personnel Management, for key prospective presidential appointees.

b. At the direction of the Council or its designee(s), the White House Office of Presidential Personnel shall supplement as appropriate and necessary the electronic record of all title 5 presidentially appointed positions provided by the Office of Personnel Management to the major party candidates pursuant to section 8403(b) of IRTPA.

c. The Suitability and Security Clearance Performance Accountability Council shall coordinate with the Council when performing those functions authorized by Executive Order 13467 of June 30, 2008, that are necessary to assist in transition-related activities.

d. At the direction of the Council or its designee(s), executive departments and agencies shall prepare a set of briefing materials for new political appointees before the inauguration of the President-elect. The current Administration shall work with the incoming transition team to provide copies of all such materials.

e. At the direction of the Council or its designee(s) and consistent with the Presidential Transition Act of 1963, as amended, the Administrator of General Services, in consultation with the Archivist of the United States and other appropriate agencies, shall develop a Transition Directory. This directory shall include Federal publications and other materials that provide information on each executive department and agency.

III. TRANSITION AGREEMENTS

To assist and support the transition, transition agreements between the White House or appropriate executive branch departments and agencies and the transition teams for the major party candidates and the President-elect will be entered into, as necessary, regarding transition procedures and identification of transition contacts.

IV. GENERAL PROVISIONS.

a. In order to take appropriate account of the transition reforms made by IRTPA and to further update and clarify the presidential transition process, this order supersedes Executive Order 73776 of November 27, 2000.

b. Nothing in this order shall be construed to impair or otherwise affect:

i. authority granted by law to a department or agency, or the head thereof; or

ii. functions of the Director of the Office of Management and Budget relating to budget, administrative, or legislative proposals.

c. This order is intended only to facilitate the transition and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity, by any party against the United States, its agencies, instrumentalities, or entities, its officers, employees, or agents, or any other person.

d. Unless extended by the President, this order shall expire on February 20, 2009.

APPENDIX 7.2

Bush Administration OMB Memo Providing Transition Guidance to Agencies

Source: IBM Center for the Business of Government, http://businessofgovernment.org/blog/bush-transition-out-plan

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

July 18, 2008

To: PMC Members
From: Clay Johnson
CC: Josh Bolten, White House Chief of Staff

TRANSITION DIRECTION

I provide you the attached, minimum transition preparation guidance, which you helped develop. I ask each of you to formally assure me (by brief, return email) that your agency will perform these tasks by the dates indicated. I know that most of you have already done this and more to ensure the continuity of public services during the transition to the new Administration, and to assist the current non-career employees to exit successfully.

TRANSITION DIRECTION FOR AGENCIES

Goal 1: Help ensure continuity of public services during the transition to the new Administration

- By 8/1: Identify a knowledgeable, capable career official to lead/coordinate the transition, and communicate internally and externally.
- By 10/15: Indentify the career official who will be responsible for acting in place of the departing/departed political official, for each major bureau and office of the department/agency, and communicate internally and externally. Ensure compliance with your agency's delegation of authorities and the Vacancies Act.
- By 11/1: Ensure all COOP and NRF procedures are tested and understood by the senior career officials referenced above.
- By 11/1: Prepare a brief summary of the department's basic organization, current mission/function/performance goals, and key personnel.
- By 11/1: Identify and summarize the "hot" policy, internal management, legal and infrastructure issues to require immediate attention by the new Administration officials. Ensure the information is approved for release to the intended audience.
- By 11/1: Prepare to provide the work tools and new employee briefings: badges, computers, Blackberries, parking, work spaces, access to secure information and areas, ethics briefings and the like.
- In mid-October and, if desired, again after the election: OMB and DDM to create the opportunity for career transition leads to meet to confer with each other and others from whom they seek counsel.
- In general:
    - Work to ensure every program/initiative is as you are proud to have it, as of 1/20/09.
    - Ensure all program improvement, high risk improvement and management improvement goals and plans are as all stakeholders are proud to have them, and available to the public, as planned.
    - Do transition planning with (not to) career officials.

Goal 2: Help current non-career employees exit successfully

- By 8/04, develop for delivery as needed a briefing on what a departing political can and cannot take with them.
- By 8/04, develop for delivery as needed a briefing on "exit ethics" and post-service health benefit coverage, retirement estimates, etc. Include information about who to contact with related questions after they have left government service.

Recognition

CENTER FOR PRESIDENTIAL TRANSITION ADVISORY BOARD

Josh Bolten
Managing Director,
Rock Creek Global Advisors
Former White House Chief of Staff

Clay Johnson
Former Deputy Director for Management,
Office of Management and Budget
Former Executive Director,
Bush-Cheney Presidential Transition

Sen. Ted Kaufman
Former U.S. Senator (D-Delaware)
Former Chief of Staff to
then-Sen. Joe Biden (D-Delaware)
Former Member, Advisory Board,
Obama-Biden Transition Project

Gov. Michael Leavitt
Founder and Chairman, Leavitt Partners
Former Governor of Utah
Former Chairman, Romney Readiness Project

Thomas "Mack" McLarty
Chairman and Co-Founder,
McLarty Associates
Former White House Chief of Staff
Former Member, Executive Board,
Clinton-Gore Transition Team

Donna Shalala
Former Secretary, U.S. Department
of Health and Human Services

TRANSITION GUIDE PROJECT TEAM

PARTNERSHIP FOR PUBLIC SERVICE

Bob Cohen, Writer and Editor

Bevin Johnston, Creative Director

Andrew Lobel, Manager

Audrey Pfund, Associate Design Manager

Zachary Piaker, Associate

Matt Sanford, Ready to Govern Fellow

Kristine Simmons, Vice President
of Government Affairs

Max Stier, President and CEO

SPECIAL THANKS

With special thanks to Charles Borden, Jamie Burke, Jean Daniel, Clay Johnson, Katie Malague, Chris Lu and Robert Rizzi for their feedback and input.

The Partnership for Public Service has compiled this comprehensive guide to the activities required during the transition. The guide features detailed outlines of the transition practices, archival materials from past transitions, and recommendations for a successful presidential transition.

For more resources and information, please visit the Center for Presidential Transition website **presidentialtransition.org.**

PARTNERSHIP FOR PUBLIC SERVICE

1100 New York Avenue NW
Suite 200 East
Washington DC 20005

(202) 775-9111
ourpublicservice.org
CFC# 12110

ISBN 978-0-692-66688-3
90000>
9 780692 666883

EXHIBIT 3

AUTHENTICATED U.S. GOVERNMENT INFORMATION GPO

[COMMITTEE PRINT]

UNITED STATES GOVERNMENT

Policy and Supporting Positions

Committee on Oversight and Government Reform

U.S. House of Representatives

112th Congress, 2d Session

DECEMBER 1, 2012

Available via http://www.fdsys.gov

Printed for the use of the
Committee on Oversight and Government Reform

U.S. GOVERNMENT POLICY AND SUPPORTING POSITIONS—2012

[COMMITTEE PRINT]

UNITED STATES GOVERNMENT

Policy and Supporting Positions

Committee on Oversight and Government Reform

U.S. House of Representatives

112th Congress, 2d Session

DECEMBER 1, 2012

Available via http://www.fdsys.gov

Printed for the use of the
Committee on Oversight and Government Reform

U.S. GOVERNMENT PRINTING OFFICE
WASHINGTON, D.C. : 2012

For sale by the Superintendent of Documents, U.S. Government Printing Office
Internet: bookstore.gpo.gov Phone: toll free (866) 512–1800; DC area (202) 512–1800
Fax (202) 512–2104 Mail: Stop IDCC, Washington, DC 20402–0001

76–304 PDF

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

DARRELL E. ISSA, California, *Chairman*

DAN BURTON, Indiana
JOHN L. MICA, Florida
TODD RUSSELL PLATTS, Pennsylvania
MICHAEL R. TURNER, Ohio
PATRICK T. McHENRY, North Carolina
JIM JORDAN, Ohio
JASON CHAFFETZ, Utah
CONNIE MACK, Florida
TIM WALBERG, Michigan
JAMES LANKFORD, Oklahoma
JUSTIN AMASH, Michigan
ANN MARIE BUERKLE, New York
PAUL A. GOSAR, Arizona
RAÚL R. LABRADOR, Idaho
PATRICK MEEHAN, Pennsylvania
SCOTT DESJARLAIS, Tennessee
JOE WALSH, Illinois
TREY GOWDY, South Carolina
DENNIS A. ROSS, Florida
BLAKE FARENTHOLD, Texas
MIKE KELLY, Pennsylvania
VACANCY

ELIJAH E. CUMMINGS, Maryland, *Ranking Minority Member*
EDOLPHUS TOWNS, New York
CAROLYN B. MALONEY, New York
ELEANOR HOLMES NORTON, District of Columbia
DENNIS J. KUCINICH, Ohio
JOHN F. TIERNEY, Massachusetts
WM. LACY CLAY, Missouri
STEPHEN F. LYNCH, Massachusetts
JIM COOPER, Tennessee
GERALD E. CONNOLLY, Virginia
MIKE QUIGLEY, Illinois
DANNY K. DAVIS, Illinois
BRUCE L. BRALEY, Iowa
PETER WELCH, Vermont
JOHN A. YARMUTH, Kentucky
CHRISTOPHER S. MURPHY, Connecticut
JACKIE SPEIER, California

LAWRENCE J. BRADY, *Staff Director*
JOHN D. CUADERES, *Deputy Staff Director*
ROBERT BORDEN, *General Counsel*
LINDA A. GOOD, *Chief Clerk*
DAVID RAPALLO, *Minority Staff Director*

FOREWORD

Every four years, just after the Presidential election, the "United States Government Policy and Supporting Positions," commonly known as the *Plum Book,* is published, alternately, by the Senate Committee on Homeland Security and Governmental Affairs and the House Committee on Oversight and Government Reform.

This publication contains data (as of June 30, 2012) on over 8,000 Federal civil service leadership and support positions in the legislative and executive branches of the Federal Government that may be subject to noncompetitive appointment (e.g., positions such as agency heads and their immediate subordinates, policy executives and advisors, and aides who report to these officials). The duties of many such positions may involve advocacy of Administration policies and programs and the incumbents usually have a close and confidential working relationship with the agency head or other key officials.

Following are the major categories of positions listed:

- Executive Schedule and salary-equivalent positions paid at the rates established for levels I through V of the Executive Schedule;
- Senior Executive Service (SES) "General" positions;
- Senior Foreign Service positions;
- Schedule C positions excepted from the competitive service by the President, or by the Director, Office of Personnel Management, because of the confidential or policy-determining nature of the position duties; and
- Other positions at the GS–14 and above level excepted from the competitive civil service by law because of the confidential or policy-determining nature of the position duties.

See Appendix 2 for more details on SES appointments and Appendix 3 for more details on Schedule C appointments. Additional information on the positions listed and the Federal salary schedules under which they are paid is provided in the appendices. The Legend on the following page shows the codes and acronyms used in this publication.

DISCLAIMER

The information for this committee print was provided to the committee by the U.S. Office of Personnel Management [OPM] on November 1, 2012. Only grammatical and technical modifications have been made.

LEGEND

Position Location (Column 1)

Listed are the cities, States/Provinces and foreign countries in which the positions are located. Countries and cities (or other subdivisions) are shown for overseas posts. Note that "Washington, DC" includes positions in the entire metropolitan area and therefore may include certain cities and counties in the States of Maryland and Virginia.

Position Title (Column 2)

Listed are the position titles and the names of the organizations in which they are located.

Name of Incumbent (Column 3)

Listed are the names of individuals serving under other than career appointments. The phrase "Career Incumbent" is shown for positions incumbered by career appointees. The term "Vacant" is shown for positions that were not occupied on June 30, 2012, the "as of" date of this publication.

Note the law requires "member" positions in certain agencies (e.g., boards, committees, and commissions) be filled on a bipartisan basis. For such positions, the following letter codes are shown in parentheses following the name of the incumbent:

(D) = Democrat (I) = Independent (R) = Republican

Type of Appointment (Column 4)

Listed are letter codes that denote the type of appointment under which the position incumbent is serving. Note that several categories of positions can be filled by more than one type of appointment, e.g., SES positions listed in this publication may be filled by using career, noncareer, limited emergency, or limited term appointment authorities. Therefore, no "Type of Appointment" is shown for such positions when they are vacant.

PAS = Presidential Appointment with Senate Confirmation
PA = Presidential Appointment (without Senate Confirmation)
CA = Career Appointment
NA = Noncareer Appointment
EA = Limited Emergency Appointment
TA = Limited Term Appointment
SC = Schedule C Excepted Appointment
XS = Appointment Excepted by Statute

Pay Plan (Column 5)

Listed are letter codes that denote the Federal salary schedule or pay system under which the position incumbents are going to be paid. Tables showing the salary ranges for major pay systems are contained in Appendix 4.

AD	=	Administratively Determined Rates
ES	=	Senior Executive Service
EX	=	Executive Schedule
FA	=	Foreign Service Chiefs of Mission
FE	=	Senior Foreign Service
FP	=	Foreign Service Specialist
GS	=	General Schedule
PD	=	Daily Pay Rate* (per diem)
SL	=	Senior Level
TM	=	Federal Housing Finance Board Merit Pay
VH	=	Farm Credit Administration Pay Plan
WC	=	Without Compensation*
OT	=	Other Pay Plan* (all those not listed separately)

* Although not pay plans, these codes are shown for information purposes.

Level, Grade, or Pay (Column 6)

Listed are numerical and letter codes that denote the level, grade or salary of the position incumbered:

Levels I through V of the Executive Schedule

Grades 1 through 15 of the General Schedule

Annual Salary in Dollars

Daily Pay Rate in Dollars

If there is no entry in this column, the position does not have an established level, grade, or pay rate. For example, the pay rate for Senior Executive Service and Senior Level positions is "personal," i.e., attached to the incumbent, not the position. The pay rate for each new appointee is set by the appointing authority (usually the agency head) on a case-by-case basis. Annual salary schedules and pay ranges for such positions are shown in Appendix 4.

Tenure (Column 7)

Listed are the terms or durations of the appointment in years. If there is no entry in this column, the appointment has no fixed term.

Expires (Column 8)

Listed are the expiration dates for time-limited appointments. If there is no entry in this column, the incumbent is not serving under a time-limited appointment. However, many member positions on agency advisory boards, councils, and commissions are filled initially for a fixed term, but the incumbents may (and often do) serve beyond the expiration date until they are replaced. In such cases, no expiration date is shown.

CONTENTS

	Page
FOREWORD	iii
LEGEND	v
LEGISLATIVE BRANCH	
Architect of the Capitol	1
Government Accountability Office	1
Government Printing Office	1
Library of Congress	1
EXECUTIVE BRANCH	
Executive Office of the President	2
White House Office	2
Office of the Vice President	4
Office of Policy Development	4
Office of Administration	4
Office of Management and Budget	5
Council of Economic Advisors	7
Council on Environmental Quality	7
Office of the U.S. Trade Representative	7
Office of Science and Technology Policy	9
Office of National Drug Control Policy	9
National Security Council	10
DEPARTMENTS	
Department of Agriculture	11
Department of Agriculture Office of the Inspector General	18
Department of Commerce	19
Department of Commerce Office of the Inspector General	24
Department of Defense	25
Office of the Secretary of Defense	25
Office of the Secretary of Defense Office of the Inspector General	36
Department of the Air Force	37
Department of the Army	38
Department of the Navy	41
Department of Education	43
Department of Education Office of the Inspector General	46
Department of Energy	47
Department of Energy Office of the Inspector General	58
Department of Health and Human Services	59
Department of Health and Human Services Office of the Inspector General	70
Department of Homeland Security	71
Department of Homeland Security Office of the Inspector General	77
Department of Housing and Urban Development	78
Department of Housing and Urban Development Office of the Inspector General	82
Department of the Interior	83
Department of the Interior Office of the Inspector General	88
Department of Justice	89
Department of Justice Office of the Inspector General	98
Department of Labor	99
Department of Labor Office of Inspector General	102
Department of State	103
Department of State Office of the Inspector General	114
Department of Transportation	115
Department of Transportation Office of the Inspector General	121
Department of the Treasury	122
Department of the Treasury Office of the Inspector General	127
Department of the Treasury Inspector General for Tax Administration	127
Department of the Treasury Special Inspector General for the Troubled Asset Relief Program	127
Department of Veterans Affairs	128
Department of Veterans Affairs Office of the Inspector General	137

	Page
INDEPENDENT AGENCIES AND GOVERNMENT CORPORATIONS	
Administrative Conference of the United States	139
Advisory Council on Historic Preservation	139
African Development Foundation	139
American Battle Monuments Commission	139
Appalachian Regional Commission	140
Architectural and Transportation Barriers Compliance Board (United States Access Board)	140
Armed Forces Retirement Home	140
Arctic Research Commission	140
Barry Goldwater Scholarship and Excellence In Education Foundation	140
Broadcasting Board of Governors	141
Central Intelligence Agency	141
Chemical Safety and Hazard Investigation Board	141
Christopher Columbus Fellowship Foundation	142
Commission on Civil Rights	142
Commission of Fine Arts	142
Committee for Purchase From People Who Are Blind or Severely Disabled	142
Commodity Futures Trading Commission	143
Consumer Financial Protection Bureau	143
Consumer Product Safety Commission	143
Consumer Product Safety Commission Office of the Inspector General	144
Corporation for National and Community Service	144
Council of Inspectors General on Integrity and Efficiency	145
Court Services and Offender Supervision Agency for the District of Columbia	146
Defense Nuclear Facilities Safety Board	146
Delta Regional Authority	146
Dwight D. Eisenhower Memorial Commission	146
Environmental Protection Agency	146
Environmental Protection Agency Office of the Inspector General	151
Equal Employment Opportunity Commission	151
Equal Employment Opportunity Commission Office of the Inspector General	152
Export-Import Bank	152
Farm Credit Administration	153
Federal Communications Commission	153
Federal Deposit Insurance Corporation	154
Federal Election Commission	154
Federal Energy Regulatory Commission	155
Federal Financial Institutions Examination Council	156
Federal Housing Finance Agency	156
Federal Labor Relations Authority	156
Federal Maritime Commission	157
Federal Mediation and Conciliation Service	157
Federal Mine Safety and Health Review Commission	157
Federal Reserve System	158
Federal Retirement Thrift Investment Board	158
Federal Trade Commission	158
General Services Administration	159
General Services Administration Office of the Inspector General	160
Harry S. Truman Scholarship Foundation	161
United States Interagency Council on Homelessness	161
Inter-American Foundation	161
International Boundary and Water Commission	161
International Boundary Commission: United States and Canada	161
Interstate Commission on the Potomac River Basin	161
International Joint Commission	161
James Madison Memorial Fellowship Foundation	162
Japan-United States Friendship Commission	162
John F. Kennedy Center	162
Marine Mammal Commission	162
Medicaid and Chip Payment and Access Commission	163
Medicare Payment Advisory Commission	163
Merit Systems Protection Board	163
Millennium Challenge Corporation	163

	Page
Morris K. Udall and Stewart L. Udall Foundation	164
National Aeronautics and Space Administration	164
National Aeronautics and Space Administration Office of the Inspector General	166
National Archives and Records Administration	166
National Capital Planning Commission	166
National Council on Disability	166
National Credit Union Administration	167
National Foundation on the Arts and Humanities	167
National Endowment for the Humanities Office of the Inspector General	168
National Labor Relations Board	168
National Mediation Board	169
National Science Foundation	169
National Transportation Safety Board	172
Northern Border Regional Commission	172
Nuclear Regulatory Commission	172
Nuclear Regulatory Commission Office of the Inspector General	174
Nuclear Waste Technical Review Board	174
Occupational Safety and Health Review Commission	175
Office of the Federal Coordinator Alaska Natural Gas Transportation Projects	175
Office of Government Ethics	175
Office of Navajo and Hopi Indian Relocation	175
Office of Personnel Management	175
Office of Personnel Management Office of the Inspector General	177
Office of Special Counsel	177
Office of the Director of National Intelligence	177
Overseas Private Investment Corporation	178
Peace Corps	178
Pension Benefit Guaranty Corporation	179
Postal Regulatory Commission	179
President's Commission on White House Fellowships	179
Presidio Trust	179
Railroad Retirement Board	180
Railroad Retirement Board Office of the Inspector General	180
Recovery Accountability and Transparency Board	180
Securities and Exchange Commission	180
Selective Service System	181
Small Business Administration	181
Small Business Administration Office of the Inspector General	182
Smithsonian Institution	182
Social Security Administration	183
Social Security Administration Office of the Inspector General	186
Tennessee Valley Authority	187
Trade and Development Agency	187
United States Agency for International Development	187
United States Agency for International Development Office of the Inspector General	190
United States—China Economic and Security Review Commission	190
United States Commission on International Religious Freedom	191
United States Commission for the Preservation of America's Heritage Abroad	191
United States Election Assistance Commission	191
United States Holocaust Memorial Council	191
United States Institute of Peace	192
United States International Trade Commission	193
United States Postal Service	193
Utah Reclamation Mitigation and Conservation Commission	194
Vietnam Education Foundation	194
Woodrow Wilson International Center for Scholars	194

APPENDICES

1. Summary of Positions Subject to Noncompetitive Appointment	197
2. Senior Executive Service	201
3. Schedule C Positions	203
4. Federal Salary Schedules for 2012	204
5. Office of the Vice President	210

LEGISLATIVE BRANCH

ARCHITECT OF THE CAPITOL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Architect of the Capitol	Stephen T. Ayers	PAS	EX	III	10 Years	05/13/20

GOVERNMENT ACCOUNTABILITY OFFICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Comptroller General of United States	Gene L. Dodaro	PAS	EX	II	15 Years	12/22/25
Do	Deputy Comptroller General	Vacant	PAS	EX	III	.....	

GOVERNMENT PRINTING OFFICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE PUBLIC PRINTER						
Washington, DC	Public Printer	Vacant	PAS	EX	II	.....	
Do	Deputy Public Printer	Davita E. Vance-Cooks	XS	EX	III	.....	
Do	Superintendent of Documents	Mary Alice Baish	XS	SL	.....	.....	
Do	Inspector General	Michael A. Raponi	XS	SL	.....	.....	
Do	Executive Assistant to the Public Printer	Heather M. Lawson	SC	OT	.....	.....	

LIBRARY OF CONGRESS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Librarian of Congress	James H. Billington	PAS	EX	II	.....	
	TRUST FUND BOARD						
Do	Ex Officio Member, Secretary of Treasury	Timothy F. Geithner	XS	WC	.....	5 Years	01/20/13
Do	Board Member	Joan W. Harris	PA	WC	.....	5 Years	12/02/16
Do	.....do	Vacant	PA	WC	.....	.....	
	PERMANENT COMMITTEE FOR THE OLIVER WENDELL HOLMES DEVISE						
Do	Committee Member	Linda K. Kerber	PA	WC	.....	8 Years	06/30/19
Do	.....do	Michael Les Benedict	PA	WC	.....	8 Years	04/30/19
Do	.....do	Rachel F. Moran	PA	WC	.....	8 Years	09/30/19
Do	.....do	Vacant	PA	WC	.....	.....	
	AMERICAN FOLKLIFE CENTER						
Do	Trustee Member	Susan Hildreth	PA	WC	.....	5 Years	
Do	.....do	Robert G. Stanton	PA	WC	.....	5 Years	
Do	Ex Officio Member, Chairman, National Endowment for the Arts.	Rocco Landesman	XS	WC	.....	5 Years	
Do	Ex Officio Member, Chairman, National Endowment for the Humanities.	James A. Leach	XS	WC	.....	5 Years	
Do	Trustee Member	Vacant	PA	WC	.....	.....	
Do	.....do	.....do	PA	WC	.....	.....	

EXECUTIVE BRANCH

EXECUTIVE OFFICE OF THE PRESIDENT

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	EXECUTIVE OFFICE OF THE PRESIDENT						
	WHITE HOUSE OFFICE						
Washington, DC	Assistant to the President and Chief of Staff	Jacob J. Lew	PA	AD	.....	.....	
Do	Assistant to the President for Homeland Security and Counterterrorism.	John O. Brennan	PA	AD	.....	.....	
Do	Assistant to the President and Press Secretary.	James F. Carney	PA	AD	.....	.....	
Do	Assistant to the President and Deputy Chief of Staff for Planning.	Mark B. Childress	PA	AD	.....	.....	
Do	Assistant to the President and Deputy Chief of Staff for Policy.	Nancy-Ann M. DeParle	PA	AD	.....	.....	
Do	Assistant to the President and National Security Advisor.	Thomas E. Donilon	PA	AD	.....	.....	
Do	Assistant to the President and Director of Speechwriting.	Jonathan E. Favreau	PA	AD	.....	.....	
Do	Assistant to the President and Deputy National Security Advisor for International Economics.	Michael B. Froman	PA	AD	.....	.....	
Do	Senior Advisor and Assistant to the President for Intergovernmental Affairs and Public Engagement.	Valerie B. Jarrett	PA	AD	.....	.....	
Do	Assistant to the President and Cabinet Secretary.	Christopher P. Lu	PA	AD	.....	.....	
Do	Assistant to the President and Deputy Chief of Staff for Operations.	Alyssa M. Mastromonaco ...	PA	AD	.....	.....	
Do	Assistant to the President and Deputy National Security Advisor.	Denis R. McDonough	PA	AD	.....	.....	
Do	Assistant to the President and Director of the Domestic Policy Council.	Cecilia Muñoz	PA	AD	.....	.....	
Do	Assistant to the President and Director, Office of Legislative Affairs.	Robert L. Nabors II	PA	AD	.....	.....	
Do	Assistant to the President and Director of Communications.	Howard D. Pfeiffer	PA	AD	.....	.....	
Do	Assistant to the President and Senior Advisor	David A. Plouffe	PA	AD	.....	.....	
Do	Counselor to the President	Peter M. Rouse	PA	AD	.....	.....	
Do	Assistant to the President and Counsel to the President.	Kathryn H. Ruemmler	PA	AD	.....	.....	
Do	Assistant to the President for Economic Policy and Director of the National Economic Council.	Eugene B. Sperling	PA	AD	.....	.....	
Do	Assistant to the President and Chief of Staff to the First Lady.	Christina M. Tchen	PA	AD	.....	.....	
Do	Assistant to the President and Director of Presidential Personnel.	Nancy D. Hogan	PA	AD	.....	.....	
Do	Assistant to the President for Management and Administration.	Bradley J. Kiley	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Principal Deputy Counsel to the President.	Caroline K. Cheng	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Deputy Counsel to the President.	Steven P. Croley	PA	AD	.....	.....	
Do	.....do	Avril D. Haines	PA	AD	.....	.....	
Do	.....do	Leslie B. Kiernan	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Staff Secretary.	Douglas J. Kramer	PA	AD	.....	.....	
Do	Deputy Assistant to the President for Health Policy.	Jeanne M. Lambrew	PA	AD	.....	.....	
Do	Deputy Assistant to the President for Legislative Affairs and Senate Liaison.	Jules E. Pagano	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Deputy Director of Communications.	Jennifer M. Palmieri	PA	AD	.....	.....	
Do	Deputy Assistant to the President for Legislative Affairs and House Liaison.	Jonathan D. Samuels	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Director of Intergovernmental Affairs.	David P. Agnew	PA	AD	.....	.....	
Do	Deputy Assistant to the President and Director of the Office of Public Engagement.	Jonathan K. Carson	PA	AD	.....	.....	

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant to the President for Management and Administration.	Katy A. Kale	PA	AD			
Do	Deputy Assistant to the President, Deputy National Security Advisor for Strategic Communications and Speechwriting.	Benjamin J. Rhodes	PA	AD			
Do	Deputy Assistant to the President and Counselor to the Senior Advisor for Strategic Engagement.	Michael A. Strautmanis	PA	AD			
Do	Director of Records Management	Philip C. Droege	XS	AD			
Do	Executive Clerk	David E. Kalbaugh	XS	AD			
Do	Deputy Assistant to the President and Director of Scheduling and Advance.	Danielle M. Crutchfield	PA	AD			
Do	Deputy Assistant to the President and Director of Policy and Projects for the First Lady.	Jocelyn C. Frye	PA	AD			
Do	Deputy Assistant to the President for Energy and Climate Change.	Heather R. Zichal	PA	AD			
Do	Special Assistant to the President and Senior Counsel to the President.	Christopher D. Kang	PA	AD			
Do	Special Assistant to the President and Associate Counsel to the President.	Brian J. Egan	PA	AD			
Do	Special Assistant to the President for Legislative Affairs.	Layth S. Elhassani	PA	AD			
Do	Special Assistant to the President and Associate Counsel to the President.	Zulima L. Espinel	PA	AD			
Do	.....do	Michael J. Gottlieb	PA	AD			
Do	.....do	Kathleen R. Hartnett	PA	AD			
Do	Special Assistant to the President for Legislative Affairs.	Luis A. Jimenez	PA	AD			
Do	.....do	Alejandro Perez	PA	AD			
Do	.....do	Miguel E. Rodriguez	PA	AD			
Do	Special Assistant to the President and Special Counsel to the President.	Edward N. Siskel	PA	AD			
Do	Special Assistant to the President and Associate Counsel to the President.	Anne K. Small	PA	AD			
Do	.....do	Chun-Wei J. Su	PA	AD			
Do	Special Assistant to the President for Legislative Affairs.	Anne E. Wall	PA	AD			
Do	Special Assistant to the President and Associate Counsel to the President.	Andrew M. Wright	PA	AD			
Do	Deputy Assistant to the President and Director, Office of the Chief of Staff.	Emmett S. Beliveau	PA	AD			
Do	Deputy Assistant to the President and Deputy Cabinet Secretary.	Rachana Bhowmik	PA	AD			
Do	Deputy Assistant to the President and Deputy Director of Presidential Personnel.	Jonathan D. McBride	PA	AD			
Do	Special Assistant to the President, Trip Director and Personal Aide to the President.	Marvin D. Nicholson, Jr.	PA	AD			
Do	Deputy Assistant to the President and Director of Advance and Operations.	Peter A. Selfridge	PA	AD			
Do	Deputy Assistant to the President and Director of Scheduling.	Jessica N. Wright	PA	AD			
Do	Special Assistant to the President and Principal Deputy Press Secretary.	Joshua R. Earnest	PA	AD			
Do	Special Assistant to the President and Chief of Staff for Presidential Personnel.	Margaret T. McLaughlin	PA	AD			
Do	Special Assistant to the President and Deputy Chief of Staff and Director of Operations for the First Lady.	Melissa E. Winter	PA	AD			
Do	Special Assistant to the President and White House Social Secretary.	Jeremy M. Bernard	PA	AD			
Do	Special Assistant to the President for Legislative Affairs.	Nicole M. Isaac	PA	AD			
Do	.....do	Jessica A. Maher	PA	AD			
Do	Special Assistant to the President and Director of Digital Strategy.	Robert M. Phillips III	PA	AD			
Do	Special Assistant to the President and Associate Counsel to the President.	Brian H. Fletcher	PA	AD			
Do	.....do	Jason G. Green	PA	AD			
Do	Special Assistant to the President and Director of Communications for the First Lady.	Kristina K. Schake	PA	AD			
Do	Deputy Director of Records Management	Paul S. Raizk	XS	AD			
Do	Special Assistant to the President for Presidential Personnel.	Teresa R. Chaurand	PA	AD			
Do	.....do	Collin T. McMahon	PA	AD			
Do	.....do	Amanda D. Moose	PA	AD			
Do	.....do	David L. Noble	PA	AD			

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Special Assistant to the President for Presidential Personnel.	Kamala M. Vasagam	PA	AD			
Do	Supervisor of Search and File	Wandra E. Stone	XS	AD			
Do	Special Assistant to the President and Deputy Press Secretary.	Jamie E. Smith	PA	AD			
Do	Special Assistant to the President and Director of Presidential Correspondence.	Elizabeth H. Olson	PA	AD			
Do	Assistant Executive Clerk	William W. McCathran	XS	AD			
	OFFICE OF THE VICE PRESIDENT						
Do	Assistant to the President and Chief of Staff	Bruce N. Reed	PA	AD			
Do	Deputy Assistant to the President and Deputy Chief of Staff.	Alan L. Hoffman	PA	AD			
Do	Deputy Assistant to the President and National Security Advisor.	Antony J. Blinken	PA	AD			
Do	Counselor to the Vice President	Steven J. Ricchetti	PA	AD			
Do	Deputy Assistant to the President for Economic Policy.	Sarah A. Bianchi	PA	AD			
Do	Deputy Assistant to the President and Senior Advisor to the Vice President.	Jose Cerda	PA	AD			
Do	Deputy Assistant to the President and Counsel to the Vice President.	Cynthia C. Hogan	PA	AD			
Do	Special Assistant to the President and Assistant to the Vice President for Communications.	Shailagh J. Murray	PA	AD			
Do	Deputy Assistant to the President and Chief of Staff to Dr. Jill Biden.	Catherine M. Russell	PA	AD			
Do	Director of Operations	Elisabeth A. Hire	XS	AD			
Do	Deputy Assistant to the Vice President for National Security Affairs.	Julianne C. Smith	XS	AD			
Do	Special Assistant to the President and Assistant to the Vice President for Intergovernmental Affairs, Public Engagement and Correspondence.	Evan M. Ryan	PA	AD			
Do	Senior Advisor for Middle East Affairs	Jonathan J. Finer	XS	AD			
	OFFICE OF POLICY DEVELOPMENT						
Do	Deputy Assistant to the President and Deputy Director of the Domestic Policy Council.	Mark Zuckerman	PA	AD			
Do	Deputy Assistant to the President and Deputy Director, National Economic Council.	Brian C. Deese	PA	AD			
Do	Assistant to the President and Principal Deputy Director of the National Economic Council.	Jason L. Furman	PA	AD			
Do	Deputy Assistant to the President and Deputy Director, National Economic Council.	Danielle C. Gray	PA	AD			
Do	Special Assistant to the President for Economic Policy.	Aviva R. Aron-Dine	PA	AD			
Do	Special Assistant to the President for International Economic Affairs.	Caroline M. Atkinson	PA	AD			
Do	Special Assistant to the President for Healthcare and Economic Policy.	Elizabeth J. Fowler	PA	AD			
Do	Special Assistant to the President for Economic Policy.	Michael J. Pyle	PA	AD			
Do	.....do	Matthew A. Vogel	PA	AD			
Do	Special Assistant to the President and Director, Office of Social Innovation and Civic Participation.	Jonathan A. Greenblatt	PA	AD			
Do	Special Assistant to the President for Manufacturing Policy.	Jason S. Miller	PA	AD			
Do	Special Assistant to the President and Chief of Staff of the Domestic Policy Council.	Carlos A. Monje, Jr.	PA	AD			
Do	Chief of Staff of the National Economic Council.	Gregory S. Nelson	XS	AD			
Do	Special Assistant to the President for Education Policy.	Roberto J. Rodriguez	PA	AD			
Do	Deputy Assistant to the President for Urban Affairs and Economic Mobility.	Racquel S. Russell	PA	AD			
Do	Director	Rory A. MacFarquhar	XS	AD			
	OFFICE OF ADMINISTRATION						
Do	Special Assistant to the President and Director.	Elizabeth A. Jones	PA	AD			
Do	General Counsel	Angela Ohm	XS	AD			
Do	Chief Information Officer	Brook Mickey Colangelo	XS	AD			
Do	Chief of Operation Services	Erica De Vos	XS	AD			
Do	Chief Financial Officer	Catherine G. Solomon	PA	AD			

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF MANAGEMENT AND BUDGET						
	Office of the Director						
Washington, DC	Director	Vacant	PAS	EX	.....	.....	
Do	Senior Advisor	Meaghan Kate Muldoon	SC	GS	15	.....	
Do	Confidential Assistant	Roxana Moussavian	SC	GS	7	.....	
Do	Deputy Director	Heather A. Higginbottom	PAS	EX	II	.....	
Do	Confidential Assistant	Mario Jay Carroll	SC	GS	7	.....	
Do	Executive Associate Director	Robert M. Gordon	NA	ES	.....	.....	
Do	Confidential Assistant	Jamal Thomas O'Neal Brown.	SC	GS	7	.....	
Do	Intellectual Property Enforcement Coordinator.	Victoria Espinel	PAS	SL	.....	.....	
Do	Confidential Assistant	Robert Matthew Bassey Ikoku.	SC	GS	9	.....	
	Deputy Director for Management						
Do	Deputy Director	Jeffrey Dunston Zients	PAS	EX	II	.....	
Do	Senior Advisor	Adam Maxwell Cooper Neufeld.	SC	GS	15	.....	
Do	Executive Director, Government Reorganization Initiative.	Elizabeth M. Brown	NA	ES	.....	.....	
Do	Senior Advisor	Lori Michelle Moore	NA	ES	.....	.....	
Do	Special Assistant	Eric Frank Minkove	SC	GS	15	.....	
Do	Associate Director for Performance Management.	Shelley Hope Metzenbaum	NA	ES	.....	.....	
Do	Deputy Assistant Director	Career Incumbent	CA	ES	.....	.....	
	Management and Operations						
Do	Associate Director	.....do	CA	ES	.....	.....	
Do	Assistant Director	.....do	CA	ES	.....	.....	
	Economic Policy						
Do	Associate Director	Vacant	.....	ES	.....	.....	
Do	Deputy Associate Director	Career Incumbent	CA	ES	.....	.....	
	Legislative Reference Division						
Do	Chief, Resources, Defense, International Branch.	.....do	CA	ES	.....	.....	
Do	Chief, Health, Education, Veterans and Social Programs.	.....do	CA	ES	.....	.....	
Do	Assistant Director, Legislative Reference	.....do	CA	ES	.....	.....	
Do	Chief, Economics, Science and Government Branch.	.....do	CA	ES	.....	.....	
	Office of Federal Procurement Policy						
Do	Administrator	Joseph Gerald Jordan	PAS	EX	III	.....	
Do	Deputy Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Associate Administrator for Acquisition Workforce Programs.	.....do	CA	SL	.....	.....	
Do	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Confidential Assistant	Nikolis Robert Smith	SC	GS	9	.....	
	General Counsel						
Do	General Counsel	Boris Bershteyn	NA	ES	.....	.....	
Do	Deputy General Counsel	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Thomas Lue	PA	SL	.....	.....	
	Office of Information and Regulatory Affairs						
Do	Deputy Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Chief, Food, Health and Labor Branch	.....do	CA	ES	.....	.....	
Do	Administrator, Office of Information and Regulatory Affairs.	Cass R. Sunstein	PAS	EX	III	.....	
Do	Chief, Natural Resources and Environment Branch.	Career Incumbent	CA	ES	.....	.....	
Do	Senior Technical Analyst	.....do	CA	SL	.....	.....	
Do	Chief, Statistical Policy Branch	.....do	CA	ES	.....	.....	
Do	Chief, Transportation and Security Branch	.....do	CA	ES	.....	.....	
Do	Chief, Information Policy Branch	.....do	CA	ES	.....	.....	
Do	Counselor to the Administrator	Shayna L. Strom	SC	GS	13	.....	
Do	Associate Administrator	Jeffrey G. Weiss	NA	ES	.....	.....	
	Office of E-Government and Information Technology						
Do	Administrator	Steven Lee VanRoekel	PA	EX	III	.....	
Do	Deputy Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Chief Architect	.....do	CA	ES	.....	.....	
Do	Confidential Assistant	Laura E. Lynch	SC	GS	9	.....	

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Federal Financial Management						
Washington, DC	Coordinator, Partnership Fund for Program Integrity Innovation.	Gary Lee Glickman	TA	ES			02/11/13
Do	Deputy Controller	Career Incumbent	CA	ES			
Do	Controller, Office of Federal Financial Management.	Daniel I. Werfel	PAS	EX	III		
Do	Chief, Accountability, Performance, and Reporting Branch.	Career Incumbent	CA	ES			
Do	Confidential Assistant	David Allen Vorhaus	SC	GS	12		
Do	Chief, Management Controls and Assistance Branch.	Career Incumbent	CA	ES			
	Budget Review						
Do	Chief, Budget Review Branch	Vacant		ES			
Do	Deputy Chief, Budget Review Branch	Career Incumbent	CA	ES			
Do	Chief, Budget Analysis Branch	.....do	CA	ES			
Do	Deputy Chief, Budget Analysis Branch	.....do	CA	ES			
Do	Chief, Budget Concepts Branch	.....do	CA	ES			
Do	Chief, Budget Systems Branch	.....do	CA	ES			
Do	Assistant Director for Budget Review	.....do	CA	ES			
Do	Deputy Assistant Director for Budget Review	.....do	CA	ES			
	National Security Programs						
Do	Confidential Assistant	Daniel Shives Sutton	SC	GS	11		
Do	Associate Director for National Security Programs.	Steve Michael Kosiak	NA	ES			
	International Affairs Division						
Do	Deputy Associate Director	Career Incumbent	CA	ES			
Do	Chief, State Branch	.....do	CA	ES			
Do	Chief, Economic Affairs Branch	.....do	CA	ES			
	National Security Division						
Do	Chief, Operations and Support Branch	.....do	CA	ES			
Do	Chief, Force Structure and Investment Branch.	.....do	CA	ES			
Do	Deputy Associate Director for National Security.	.....do	CA	ES			
Do	Chief, Command, Control, Communications, and Intelligence Branch.	Vacant		ES			
Do	Chief, Veterans Affairs and Defense Health Branch.	Career Incumbent	CA	ES			
	Health Division						
Do	Associate Director for Health	Keith J. Fontenot	NA	ES			
Do	Chief, Medicare Branch	Vacant		ES			
Do	Chief, Medicaid Branch	Career Incumbent	CA	ES			
Do	Chief, Health and Human Services Branch	Vacant		ES			
Do	Confidential Assistant	Kristin Catherine Rzeczkowski.	SC	GS	9		
Do	Deputy Associate Director for Health	Career Incumbent	CA	ES			
Do	Chief, Health Insurance and Data Analysis Branch.	.....do	CA	ES			
Do	Chief, Public Health Branch	.....do	CA	ES			
	General Government Programs						
Do	Associate Director	Dana Joy Hyde	NA	ES			
Do	Confidential Assistant	Autumn Catherine Lynch	SC	GS	7		
	Transportation, Homeland, Justice and Services Division						
Do	Chief, Justice Branch	Career Incumbent	CA	ES			
Do	Chief, Transportation Branch	.....do	CA	ES			
Do	Deputy Associate Director, Transportation, Homeland, Justice and Services.	.....do	CA	ES			
Do	Chief, Homeland Security Branch	.....do	CA	ES			
	Housing, Treasury and Commerce Division						
Do	Chief, Treasury Branch	.....do	CA	ES			
Do	Deputy Associate Director for Housing, Treasury and Commerce.	.....do	CA	ES			
Do	Chief, Commerce Branch	.....do	CA	ES			
Do	Chief, Housing Branch	.....do	CA	ES			
	Natural Resource Programs						
Do	Associate Director	Sally C. Ericsson	NA	ES			
Do	Confidential Assistant	Aerica Banks	SC	GS	8		
	Natural Resources Division						
Do	Deputy Associate Director	Career Incumbent	CA	ES			

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chief, Interior Branch	Career Incumbent	CA	ES			
Do	Chief, Agricultural Branch	do	CA	ES			
Do	Chief, Environment Branch	do	CA	ES			
	Energy, Science and Water Division						
Do	Chief, Water and Power Branch	do	CA	ES			
Do	Chief, Energy Branch	do	CA	ES			
Do	Chief, Science and Space Programs Branch	do	CA	ES			
Do	Deputy Associate Director for Energy and Science Division.	do	CA	ES			
	Communications						
Do	Associate Director, Strategic Planning and Communications.	Kenneth S. Baer	NA	ES			
Do	Deputy Associate Director for Communications, Management.	Moira K.M. Muntz	SC	GS	14		
Do	Press Assistant	Robert Sydney Friedlander	SC	GS	9		
	Legislative Affairs						
Do	Deputy to the Associate Director for Legislative Affairs (House).	Allie Rebecca Neill	SC	GS	15		
Do	Legislative Assistant	Calla Brown	SC	GS	8		
Do	Deputy Associate Director (Appropriations)	Lindsey R. Berman	SC	GS	12		
Do	Associate Director for Legislative Affairs	Kristen Joan Sarri	NA	ES			
	Education, Income Maintenance, Labor Management and Operations						
Do	Associate Director	Martha B. Coven	NA	ES			
Do	Confidential Assistant	Taryn Harumi Toyama	SC	GS	9		
Do	Deputy Associate Director	Career Incumbent	CA	ES			
Do	Chief, Education Branch	Vacant		ES			
Do	Chief, Income Maintenance Branch	Career Incumbent	CA	ES			
Do	Chief, Labor Branch	do	CA	ES			
	COUNCIL OF ECONOMIC ADVISERS						
Do	Chairman	Alan Bennett Krueger	PAS	EX	II		
Do	Member	Katharine Gail Abraham	PAS	EX	IV		
Do	do	Vacant	PAS	EX			
Do	Chief of Staff	David P. Vandivier	XS	OT			
Do	Director for Macroeconomic Forecasting	Career Incumbent	CA	ES			
	COUNCIL ON ENVIRONMENTAL QUALITY						
Do	Chairman	Nancy Helen Sutley	PAS	EX	II		
Do	Member	Vacant	PAS	EX			
Do	do	do	PAS	EX			
Do	Deputy Director and General Counsel	Gary Schoenholtz Guzy	PAS	EX	IV		
Do	Special Assistant (Energy/Climate Change)	Jesse M. McCormick	SC	GS	7		
Do	Special Assistant	Ann K. Hunter-Pirtle	SC	GS	5		
Do	Scheduler to the Chair	Rebecca R. Ferdman	SC	GS	7		
Do	Associate Director for Congressional Affairs	Trenton D. Bauserman	SC	GS	14		
Do	Special Assistant (Legislative Affairs)	Joshua Friedmann	SC	GS	7		
Do	Associate Director for Land and Water	Jay Jeffrey Jenson	XS	AD			
Do	Associate Director for Energy and Climate Change.	Vacant	XS	AD			
Do	Chief of Staff	Michael Jay Boots	XS	AD			
Do	Deputy Chief of Staff	Lowry Alexander Crook	XS	AD			
	OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE						
	Office of the Ambassador						
Washington, DC	United States Trade Representative	Ronald Kirk	PAS	EX	I		
Do	Chief of Staff	Lisa Annette Garcia	NA	ES			
Do	Director of Scheduling and Advance	Anna Marie Rafdal	SC	GS	13		
Do	Special Assistant for Scheduling	Jenna Whitney Barzelay	SC	GS	9		
Do	Confidential Assistant to the Chief of Staff	Rebecca T. Rosen	SC	GS	9		
	Deputy United States Trade Representative (1)						
Do	Deputy United States Trade Representative	Demetrios James Marantis	PAS	EX	III		
Do	Special Assistant	Janis Paulis Lazda	SC	GS	15		
	Chief Agricultural Negotiator						
Do	Chief Agricultural Negotiator	Islam Ahmed Siddiqui	PAS	EX	III		
	Deputy United States Trade Representative (2)						
Do	Deputy United States Trade Representative	Miriam Elizabeth Sapiro	PAS	EX	III		
Do	Senior Advisor	David Roth	XS	AD			

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Geneva						
Geneva, Switzerland.	Deputy United States Trade Representative ..	Michael Ward Punke	PAS	EX	III	.....	
Do	Deputy Chief of Mission - Geneva	Career Incumbent	CA	ES	.....	.....	
	Agricultural Affairs						
Washington, DC	Assistant United States Representative for Agricultural Affairs.	.....do	CA	ES	.....	.....	
	General Counsel						
Do	Deputy General Counsel	Vacant	.....	ES	.....	.....	
Do	Chief Counsel for Legal Affairs	Career Incumbent	CA	ES	.....	.....	
Do	Senior Counsel for Dispute Settlement	.....do	CA	ES	.....	.....	
Do	General Counsel	Timothy Mark Reif	NA	ES	.....	.....	
	Public and Media Affairs						
Do	Assistant United States Trade Representative for Public and Media Affairs.	Carol Joy Guthrie	NA	ES	.....	.....	
Do	Deputy Assistant United States Trade Representative for Public and Media Affairs.	Nkenge Leian Harmon	SC	GS	15	.....	
Do	Public Affairs Specialist	Andrea D. Mead	SC	GS	14	.....	
	Congressional Affairs						
Do	Deputy Assistant United States Trade Representative for Congressional Affairs.	Rene Munoz	XS	AD	.....	.....	
Do	Assistant United States Representative for Congressional Affairs.	Jack M. Campbell	NA	ES	.....	.....	
Do	Director of Congressional Affairs	Dori Susan Friedberg	SC	GS	12	.....	
	Special Textile Negotiator						
Do	Assistant United States Trade Representative for Textile.	Gail Wendy Strickler	XS	AD	.....	.....	
	Intergovernmental Affairs and Public Engagement						
Do	Assistant United States Trade Representative for Intergovernmental Affairs and Public Liaison.	Christine Leigh Turner	XS	AD	.....	.....	
	China Affairs						
Do	Assistant United States Trade Representative for China.	Career Incumbent	CA	ES	.....	.....	
	Japan, Korea and Asia Pacific Economic Cooperation Affairs						
Do	Assistant United States Trade Representative for Japan.	.....do	CA	ES	.....	.....	
	Southeast Asia and Pacific						
Do	Assistant United States Trade Representative for Asia and the Pacific.	.....do	CA	ES	.....	.....	
	Central and South Asian Affairs						
Do	Assistant United States Trade Representative for Central and South Asia.	.....do	CA	ES	.....	.....	
	African Affairs						
Do	Assistant United States Trade Representative for Africa.	.....do	CA	ES	.....	.....	
	Environment and Natural Resources						
Do	Assistant United States Trade Representative for Environment and Natural Resources.	Vacant	.....	ES	.....	.....	
	World Trade Organization and Multicultural Affairs						
Do	Assistant United States Trade Representative for World Trade Organization and Multilateral Affairs.	Career Incumbent	CA	ES	.....	.....	
	Administration						
Do	Assistant United States Trade Representative for Administration.	.....do	CA	ES	.....	.....	
	Services and Investment						
Do	Assistant United States Trade Representative for Services and Investment.	.....do	CA	ES	.....	.....	
	Monitoring and Enforcement						
Do	Assistant United States Trade Representative for Monitoring and Enforcement.	.....do	CA	ES	.....	.....	

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Small Business, Market Access and Industrial Competitiveness						
Washington, DC	Assistant United States Trade Representative for Industry, Market Access and Telecommunications.	Career Incumbent	CA	ES	.....	.....	
	Trade Policy and Economics						
Do	Assistant United States Trade Representative for Trade Policy and Economics.	.....do	CA	ES	.....	.....	
	Intellectual Property and Innovation						
Do	Assistant United States Trade Representative for Intellectual Property and Innovation.	.....do	CA	ES	.....	.....	
	Europe and Middle East						
Do	Assistant United States Trade Representative for Europe and the Middle East.	.....do	CA	ES	.....	.....	
	Labor						
Do	Assistant United States Trade Representative for Labor.	.....do	CA	ES	.....	.....	
	OFFICE OF SCIENCE AND TECHNOLOGY POLICY						
Do	Director	Vacant	PAS	EX	.....	.....	
Do	Chief of Staff	Frederick C. Siger	NA	ES	.....	.....	
Do	Deputy Chief of Staff and Assistant Director	Career Incumbent	CA	ES	.....	.....	
Do	Assistant to the President for Science and Technology.	John Paul Holdren	PAS	EX	II	.....	
Do	Deputy Director for Policy	Thomas Amadeus Kalil	NA	ES	.....	.....	
Do	Assistant to the President and Chief Technology Officer.	Todd Youngsuh Park	PAS	EX	III	.....	
Do	Associate Director, Environment	Vacant	PAS	EX	.....	.....	
Do	Associate Director, Technology	.....do	PAS	EX	.....	.....	
Do	Associate Director, Science	.....do	PAS	EX	.....	.....	
Do	Assistant Director, Legislative Affairs	Donna Marie Pignatelli	SC	GS	15	.....	
Do	Confidential Assistant	Lauren Emily Andersen	SC	GS	7	.....	
Do	Executive Assistant	Karrie Suzanne Pitzer	SC	GS	13	.....	
Do	Confidential Assistant	Rebecca L. Grimm	SC	GS	7	.....	
Do	.....do	Vivian P. Graubard	SC	GS	7	.....	
	OFFICE OF NATIONAL DRUG CONTROL POLICY						
	Office of the Director						
Washington, DC	Director	R. Gil Kerlikowske	PAS	EX	I	.....	
Do	Senior Policy Advisor	Rene Hanna	SC	GS	15	.....	
Do	Deputy Director, ONDCP	Vacant	PAS	EX	.....	.....	
Do	Chief of Staff	Regina Marie Labelle	NA	ES	.....	.....	
	Office of Legal Counsel						
Do	General Counsel	Jeffrey Jonathan Teitz	NA	ES	.....	.....	
Do	Senior Counsel to the General Counsel	Career Incumbent	CA	ES	.....	.....	
	Research/Data Analysis						
Do	Deputy Associate Director	.....do	CA	ES	.....	.....	
Do	Associate Director	.....do	CA	ES	.....	.....	
	Intergovernmental Public Liaison						
Do	Policy Analyst	Quinn Laydon Staudt	SC	GS	11	.....	
Do	.....do	Kathryn Ann Greene	SC	GS	12	.....	
	Office of Public Affairs						
Do	Associate Directorate for Public Affairs	Rafael E. LeMaitre	SC	GS	15	.....	
Do	Special Assistant for Strategic Communications.	Berit Hallberg	SC	GS	11	.....	
	Office of Management and Administration						
Do	Associate Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Associate Director	Vacant	.....	ES	.....	.....	
	Office of Performance and Budget						
Do	Associate Director	Career Incumbent	CA	ES	.....	.....	
	Office of Demand Reduction						
Do	Deputy Director	David Kunimitsu Mineta ...	PAS	EX	III	.....	
Do	Assistant Deputy Director	Career Incumbent	CA	ES	.....	.....	
	Office of Supply Reduction						
Do	Associate Deputy Director	.....do	CA	ES	.....	.....	
Do	Deputy Director	Marilyn A. Quagliotti	PA	EX	III	.....	

EXECUTIVE OFFICE OF THE PRESIDENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Assistant Deputy Director	Career Incumbent	CA	ES			
Do	Associate Director for Intelligence	do	CA	ES			
	State, Local, and Tribal Affairs						
Do	Deputy Director	Benjamin B. Tucker	PAS	EX	III		
	NATIONAL SECURITY COUNCIL						
Do	Deputy Assistant to the President for National Security Affairs, Executive Secretary and NSC Chief of Staff.	Brian McKeon	PA	EX	IV		

DEPARTMENTS

DEPARTMENT OF AGRICULTURE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Thomas James Vilsack	PAS	EX	I		
Do	Deputy Secretary	Kathleen A. Merrigan	PAS	EX	II		
Do	Chief of Staff	Krysta L. Harden	NA	ES			
Do	Deputy Chief of Staff	Carole E. Jett	NA	ES			
Do	Senior Advisor to the Secretary	Anne MacMillan	NA	ES			
Do	Senior Counsel and Senior Advisor to the Secretary.	Max Holtzman	NA	ES			
Do	Senior Policy Advisor	Robert Farrell Bonnie	NA	ES			
Do	Senior Advisor	Sarah Bittleman	NA	ES			
Springdale, AR	Senior Advisor for Tribal Affairs	Janie Simms Hipp	NA	ES			
Washington, DC	Senior Advisor to the Secretary	Brandon Clark Willis	NA	ES			
Do	Chief of Staff to the Deputy Secretary	Suzanne Smith Palmieri	NA	ES			
Do	Senior Advisor	Douglas McKalip	TA	ES			02/12/13
Do	White House Liaison	Marie Williams	SC	GS	15		
Do	Director of the Office of Faith Based and Neighborhood Outreach.	Max Brady Finberg	SC	GS	15		
Do	Advisor to the Secretary for Special Projects	Yeshimebet Abebe	SC	GS	15		
Do	Senior Program Manager for Global Food Security.	Lona Sue Stoll	SC	GS	15		
Do	Executive Assistant to the Secretary	Lanon Baccam	SC	GS	13		
Do	Advisor to the Secretary	Todd Batta	SC	GS	15		
Do	Confidential Assistant	Charles Allen Fromstein	SC	GS	11		
Do	Special Assistant	Johnie Jones	SC	GS	9		
	Office of the Assistant Secretary for Congressional Relations						
Do	Assistant Secretary	Brian T. Baenig	PAS	EX	IV		
Do	Deputy Assistant Secretary	Ann Atkins Wright	NA	ES			
Do	Director, Intergovernmental Affairs	Jennifer M. Yezak	SC	GS	15		
Do	Confidential Assistant	Ashley Martin	SC	GS	13		
Do	.....do	Callie Varner	SC	GS	13		
Do	Special Assistant	Monica Wyant	SC	GS	12		
Do	Staff Assistant	Ashlee N. Johnson	SC	GS	11		
Do	.....do	Kevin Thomas Bailey	SC	GS	9		
Do	Staff Assistant (Legislative Analyst)	Ryan Caldwell	SC	GS	9		
	Office of Communications						
Do	Director	Matthew Paul	NA	ES			
Do	Deputy Director, Operations	Justin P. Dejong	SC	GS	15		
Do	Director of Advance	Timothy John Gannon	SC	GS	15		
Do	Director of Scheduling and Advance	Sally Cluthe	SC	GS	15		
Do	Press Secretary	Courtney Rowe	SC	GS	14		
Do	Advance Lead	Malcolm Xavier Eve	SC	GS	14		
Do	Deputy Director of Scheduling	Toby Snow Osherson	SC	GS	13		
Do	Speech Writer	Charles Altman Lippstreu	SC	GS	12		
Do	Deputy Press Secretary	Stephanie Catherine Chan	SC	GS	11		
	Office of the Chief Information Officer						
Do	Chief Information Officer	Vacant		ES			
Do	Deputy Chief Information Officer (Policy)	.....do		ES			
Do	Associate Chief Information Officer, Cyber and Privacy and Oversight.	Career Incumbent	CA	ES			
Do	Associate Chief Information Officer, Information Technology Services.	.....do	CA	ES			
Do	Associate Chief Information Officer	.....do	CA	ES			
Do	Associate Chief Information Officer, International Security Operations Center, Cyber.	.....do	CA	ES			
Do	Associate Chief Information Officer, Technology Planning, Architecture and E-Government.	.....do	CA	ES			
	Office of the Chief Financial Officer						
Do	Chief Financial Officer	Vacant	PAS	EX			
	National Finance Center						
New Orleans, LA	Director	Career Incumbent	CA	ES			
Do	Director, Government Employee Services Division.	.....do	CA	ES			

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Budget and Program Analysis						
Washington, DC	Director	Career Incumbent	CA	ES			
Do	Associate Director	do	CA	ES			
Do	Deputy Director, Budget, Legislative and Regulation Systems.	do	CA	ES			
Do	Deputy Director for Program Analysis	do	CA	ES			
Do	Director, Budget Control and Analysis Division.	do	CA	ES			
	Office of the General Counsel						
Do	General Counsel	Ramona E. Romero	PAS	EX	IV		
Do	Deputy General Counsel	Frederick W. Pfaeffle, Esq.	NA	ES			
Do	Associate General Counsel, International Affairs, Food Assistance and Farm and Rural Programs.	Career Incumbent	CA	ES			
Do	Assistant General Counsel, International Affairs, Food Assistance, and Farm and Rural Programs.	do	CA	ES			
Do	Associate General Counsel, General Law and Research.	do	CA	ES			
Do	Assistant General Counsel, International Affairs, Food Assistance, and Farm and Rural Programs.	Vacant		ES			
Do	Assistant General Counsel, General Law and Research.	do		ES			
Do	Associate General Counsel, Civil Rights, Labor, and Employment Law.	Career Incumbent	CA	ES			
Do	Assistant General Counsel, Civil Rights, Labor, and Employment Law.	do	CA	ES			
Do	Associate General Counsel, Natural Resources and Environment.	do	CA	ES			
Do	Assistant General Counsel, Natural Resources.	do	CA	ES			
Do	Associate General Counsel, Marketing, Regulatory, and Food Safety.	do	CA	ES			
Do	Assistant General Counsel, Marketing, Regulatory, and Food Safety.	do	CA	ES			
Do	Assistant General Counsel, Marketing, Regulatory and Food Safety.	Vacant		ES			
San Francisco, CA	Regional Attorney	Career Incumbent	CA	ES			
Kansas City, MO	do	do	CA	ES			
Atlanta, GA	do	do	CA	ES			
Denver, CO	do	do	CA	ES			
Washington, DC	Director, Office of Ethics	do	CA	ES			
Do	Senior Counselor	Susan B. Keith	SC	GS	15		
	Office of the Chief Economist						
Do	Chief Economist	Career Incumbent	CA	ES			
	Office of the Assistant Secretary for Administration						
Do	Assistant Secretary	Vacant	PA	EX	IV		
Do	Deputy Assistant Secretary	Oscar Gonzales, Jr.	NA	ES			
Do	do	Career Incumbent	CA	ES			
Do	Senior Advisor	Carmen D. Jones	NA	ES			
Do	Associate Assistant Secretary	Career Incumbent	CA	ES			
Do	Chief of Staff	Gregory A. Diephouse	SC	GS	15		
Do	Special Assistant	Julianna E. Grogan-Brown	SC	GS	13		
Do	Confidential Assistant	Carlissia N. Graham	SC	GS	11		
	Office of Homeland Security and Emergency Coordination						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
	Office of Human Resources Management						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Human Resources Transformation Project Manager.	Anita R. Adkins	TA	ES			04/15/13
	Office of Small and Disadvantaged Business Utilization						
Do	Director	Vacant		ES			
	Office of the Assistant Secretary for Civil Rights						
Do	Assistant Secretary	Joseph E. Leonard, Jr.	PAS	EX	IV		

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary	Vacant		ES			
Do	Senior Advisor	Jenny Montoya Tansey	SC	GS	14		
	Office of Civil Rights						
Do	Director, Office of Adjudication and Compliance.	Career Incumbent	CA	ES			
Do	Director, Outreach and Diversity	.....do	CA	ES			
	Office of the Under Secretary for Rural Development						
Do	Under Secretary	Dallas P. Tonsager	PAS	EX	III		
Do	Deputy Under Secretary	Cheryl Lois Cook	NA	ES			
Do	.....do	Douglas John O'Brien	NA	ES			
Do	Chief of Staff	John Charles Padalino	SC	GS	15		
Do	Confidential Assistant	Alexander M. Jones	SC	GS	15		
Do	Senior Advisor	Sylvia Bolivar	SC	GS	15		
Do	Director, Legislative and Public Affairs Staff	David Sandretti	SC	GS	15		
Do	Special Assistant	Katherine Elizabeth Yocum.	SC	GS	14		
Do	Special Assistant for Energy Programs	Todd E. Campbell	SC	GS	12		
	Rural Business Service						
Do	Administrator	Judith Ann Canales	NA	ES			
Do	Chief of Staff	Curtis A. Wiley	NA	ES			
Do	Deputy Administrator, Cooperative Services	Career Incumbent	CA	ES			
Do	Special Assistant	Justin Sterling Hatmaker	SC	GS	14		
	Rural Housing Service						
Do	Administrator	Tammye Hildamar Trevino	NA	ES			
Do	Associate Administrator	Vacant		ES			
Do	Chief Information Officer	.....do		ES			
Do	Deputy Administrator, Community Programs	Career Incumbent	CA	ES			
Do	Deputy Administrator, Single-Family Housing.	.....do	CA	ES			
Do	Chief of Staff	Ada Cristina Chiappe	SC	GS	15		
Omaha, NE	Executive Director, National Food and Agriculture Council.	John J. Berge	SC	GS	15		
Washington, DC	Special Assistant	Lillian Elizabeth Salerno	SC	GS	15		
Do	Confidential Assistant	Ashli Palmer	SC	GS	13		
Do	Special Assistant	Denise Nichole Scott	SC	GS	11		
Montgomery, AL	State Director - Alabama	Ronald Wayne Davis	SC	GS	15		
Palmer, AK	State Director - Alaska	James Robert Nordlund	SC	GS	15		
Phoenix, AZ	State Director - Arizona	Alan J. Stephens	SC	GS	15		
Little Rock, AR	State Director - Arkansas	Lawrence E. McCullough	SC	GS	15		
Davis, CA	State Director - California	Glenda Lee Humiston	SC	GS	15		
Lakewood, CO	State Director - Colorado	James R. Isgar	SC	GS	15		
Dover, DE	State Director - Delaware/Maryland	John F. Tarburton	SC	GS	15		
Gainesville, FL	State Director - Florida/Virgin Islands	Richard Albert Machek	SC	GS	15		
Washington, DC	State Director - Georgia	Quinton Nigel Robinson	SC	GS	15		
Hilo, HI	State Director - Hawaii	Chris Jun Kanazawa	SC	GS	15		
Boise, ID	State Director - Idaho	Wallace E. Hedrick	SC	GS	15		
Champaign, IL	State Director - Illinois	Colleen Rae Callahan Burns.	SC	GS	15		
Indianapolis, IN	State Director - Indiana	Philip G. Lehmkuhler	SC	GS	15		
Des Moines, IA	State Director - Iowa	William Joseph Menner	SC	GS	15		
Topeka, KS	State Director - Kansas	Patricia Ann Clark	SC	GS	15		
Lexington, KY	State Director - Kentucky	Thomas Gene Fern	SC	GS	15		
Alexandria, LA	State Director - Louisiana	Clarence Willie Hawkins	SC	GS	15		
Bangor, ME	State Director - Maine	Virginia A. Manuel	SC	GS	15		
Amherst, MA	State Director - Massachusetts	Jonathan Lee Healy	SC	GS	15		
East Lansing, MI	State Director - Michigan	James Jeffrey Turner	SC	GS	15		
St. Paul, MN	State Director - Minnesota	Mary Colleen Landkamer	SC	GS	15		
Jackson, MS	State Director - Mississippi	Trina N. George	SC	GS	15		
Columbia, MO	State Director - Missouri	Anita J. Dunning	SC	GS	15		
Bozeman, MT	State Director - Montana	Matthew J. Jones	SC	GS	15		
Lincoln, NE	State Director - Nebraska	Maxine B. Moul	SC	GS	15		
Carson City, NV	State Director - Nevada	Sarah Jose Mersereau Adler.	SC	GS	15		
Mt. Holly, NJ	State Director - New Jersey	Howard Henderson	SC	GS	15		
Albuquerque, NM	State Director - New Mexico	Terrence Jules Brunner	SC	GS	15		
Syracuse, NY	State Director - New York	Bryan Clerkin	SC	GS	15		
Raleigh, NC	State Director - North Carolina	Randall A. Gore	SC	GS	15		
Bismarck, ND	State Director - North Dakota	Jasper John Schneider	SC	GS	15		
Columbus, OH	State Director - Ohio	John Anthony Logan	SC	GS	15		
Stillwater, OK	State Director - Oklahoma	David Ryan McMullen	SC	GS	15		
Portland, OR	State Director - Oregon	Vicki Lynn Walker	SC	GS	15		
Harrisburg, PA	State Director - Pennsylvania	Thomas Percy Williams	SC	GS	15		

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Hato Rey, Puerto Rico.	State Director - Puerto Rico	Jose A. Otero	SC	GS	15		
Columbia, SC	State Director - South Carolina	Vernita F. Dore	SC	GS	15		
Huron, SD	State Director - South Dakota	Elsie May Meeks	SC	GS	15		
Nashville, TN	State Director - Tennessee	Bobby Mack Goode	SC	GS	15		
Temple, TX	State Director - Texas	Francisco Valentin, Jr.	SC	GS	15		
Salt Lake City, UT	State Director - Utah	Wilson David Conine	SC	GS	15		
Montpelier, VT	State Director - Vermont	Molly Patricia Lambert	SC	GS	15		
Richmond, VA	State Director - Virginia	Ellen Matthews Davis	SC	GS	15		
Olympia, WA	State Director - Washington	Mario M. Villanueva	SC	GS	15		
Morgantown, WV	State Director - West Virginia	Robert D. Lewis	SC	GS	15		
Stevens Point, WI	State Director - Wisconsin	Stan Gruszynski	SC	GS	15		
Casper, WY	State Director - Wyoming	Derrel Carruth	SC	GS	15		
	Rural Utilities Service						
Washington, DC	Administrator	Jonathan S. Adelstein	PA	EX	IV		
Do	Deputy Administrator	Jessica Ann Zufolo	NA	ES			
Do	Assistant Administrator, Water and Environmental Programs.	Career Incumbent	CA	ES			
Do	Assistant Administrator, Telecommunications	.....do	CA	ES			
Do	Assistant Administrator, Electric Program	.....do	CA	ES			
Do	Chief of Staff	.....do	CA	ES			
Do	Special Assistant	Sara Buettner-Connelly	SC	GS	11		
Do	Staff Assistant	Nita Contreras	SC	GS	7		
	Office of the Under Secretary for Marketing and Regulatory Programs						
Do	Under Secretary	Edward M. Avalos	PAS	EX	IV		
Do	Deputy Under Secretary	Rebecca Ann Blue	NA	ES			
Do	.....do	Joan L. Walsh	NA	ES			
Do	Senior Advisor	John Michael Schmidt	SC	GS	14		
Do	Confidential Assistant	Elanor Starmer	SC	GS	13		
Do	Special Assistant	Lisa Bertelson	SC	GS	11		
	Agricultural Marketing Service						
Do	Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator	Vacant		ES			
Do	Chief of Staff	Sara F. Eckhouse	SC	GS	14		
	Animal and Plant Health Inspection Service						
Do	Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator	.....do	CA	ES			
Do	Senior Invasive Species Coordinator	.....do	CA	ES			
Do	Deputy Administrator, Policy and Program Development.	.....do	CA	ES			
	Veterinary Services						
Do	Deputy Administrator	.....do	CA	ES			
Do	Associate Deputy Administrator, Regional Programs.	.....do	CA	ES			
Ames, IA	Director, National Veterinary Services Laboratories.	.....do	CA	ES			
	Plant Protection and Quarantine Service						
Washington, DC	Deputy Administrator	.....do	CA	ES			
Do	Associate Deputy Administrator	Vacant		ES			
	Grain Inspection, Packers and Stockyards Administration						
Do	Administrator	Lawrence W. Mitchell	NA	ES			
Do	Deputy Administrator, Packers and Stockyards.	Career Incumbent	CA	ES			
Do	Deputy Administrator, Grain Inspection	.....do	CA	ES			
Kansas City, KS	Director, Technical Services Division	.....do	CA	ES			
	Office of the Under Secretary for Food Safety						
Washington, DC	Under Secretary	Elisabeth A. Hagen	PAS	EX	III		
Do	Deputy Under Secretary	Brian Ronholm	NA	ES			
Do	Chief of Staff	Adela R. Ramos	SC	GS	15		
Do	Special Assistant	Kathryn S. Naessens	SC	GS	11		
	Food Safety and Inspection Service						
Do	Administrator	Career Incumbent	CA	ES			
	Office of the Under Secretary for Food, Nutrition and Consumer Services						
Do	Under Secretary	Kevin W. Concannon	PAS	EX	III		
Do	Deputy Under Secretary	Jane Knight Thornton	NA	ES			
Do	Senior Advisor	Jerold R. Mande	NA	ES			

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Food and Nutrition Service						
Alexandria, VA	Administrator	Audrey Rowe	NA	ES			
Washington, DC	Senior Advisor for SNAP Access	Lisa Jane Pino	NA	ES			
Portland, OR	Program Manager, Farm to School Program	Deborah J. Kane	TA	ES			01/14/15
Alexandria, VA	Associate Administrator, Supplemental Nutrition Assistance Program.	Career Incumbent	CA	ES			
Do	Associate Administrator, Special Nutrition Programs.	.....do	CA	ES			
Washington, DC	Program Manager (Associate Administrator), Research Analysis, Communications and Strategic Support.	.....do	CA	ES			
Atlanta, GA	Regional Administrator, Atlanta	.....do	CA	ES			
Robbinsville, NJ	Regional Administrator, Robbinsville	.....do	CA	ES			
San Francisco, CA	Regional Administrator, San Francisco	.....do	CA	ES			
Dallas, TX	Regional Administrator, Dallas	.....do	CA	ES			
Chicago, IL	Regional Administrator, Chicago	.....do	CA	ES			
Denver, CO	Regional Administrator, Denver	.....do	CA	ES			
Boston, MA	Regional Administrator - Northeast Region	.....do	CA	ES			
Alexandria, VA	Chief Information Officer	Vacant	.....	ES			
Do	Associate Deputy Administrator for Management.	.....do	.....	ES			
Do	Chief of Staff	Stacey Yolanda Brayboy	SC	GS	15		
Washington, DC	Advisor for Special Projects	Norah Ann Deluhery	SC	GS	15		
	Center for Nutrition Policy and Promotion						
Alexandria, VA	Director	Rajen S. Anand	NA	ES			
	Office of the Under Secretary Farm and Foreign Agricultural Service						
Washington, DC	Under Secretary	Michael Thomas Scuse	PAS	EX	III		
Do	Deputy Under Secretary	Darci L. Vetter	NA	ES			
Do	.....do	Karis Trammel Gutter	NA	ES			
Do	Chief of Staff	Amy Reiter	SC	GS	15		
Do	Special Assistant	Jillian Semaan	SC	GS	13		
	Foreign Agricultural Service						
Do	Administrator	Career Incumbent	CA	FE			
Do	Associate Administrator	Janet A. Nuzum	NA	ES			
Do	Deputy Administrator for International Trade Policy.	Career Incumbent	CA	ES			
Do	Deputy Administrator, Trade Programs	.....do	CA	ES			
Do	Minister Counselor of Agriculture	Michael Vernon Michener	SC	GS	15		
Do	Senior Advisor to the Director	Patrick F. Kerrigan, Jr.	SC	GS	15		
Do	Confidential Assistant	Jaclyn Ilene Urness	SC	GS	13		
	Farm Service Agency						
Do	Administrator	Juan M. Garcia	NA	ES			
Do	Associate Administrator for Operations and Management.	Career Incumbent	CA	ES			
Do	Deputy Administrator for Commodity Operations.	James William Monahan	NA	ES			
Do	Deputy Administrator for Farm Programs	Vacant	.....	ES			
Do	Deputy Administrator for Field Operations	.....do	.....	ES			
Do	Deputy Administrator for Management	.....do	.....	ES			
Do	Director, Economic and Policy Analysis Staff	Career Incumbent	CA	ES			
Do	Director, Production, Emergencies and Compliance Division.	.....do	CA	ES			
Do	Director, Information Technology Services Division.	.....do	CA	ES			
Do	Special Assistant	Tony Jackson	SC	GS	15		
Do	Chief of Staff	Henry Todd Atkinson	SC	GS	15		
Do	Special Assistant	Rebecca J. Shively	SC	GS	9		
Montgomery, AL	State Executive Director - Alabama	Daniel Robinson	SC	GS	15		
Palmer, AK	State Executive Director - Alaska	Daniel Consenstein	SC	GS	15		
Phoenix, AZ	State Executive Director - Arizona	Robert Arthur Piceno	SC	GS	15		
Little Rock, AR	State Executive Director - Arkansas	Linda R. Newkirk	SC	GS	15		
Davis, CA	State Executive Director - California	Valente Dolcini	SC	GS	15		
Lakewood, CO	State Executive Director - Colorado	Trudy Kareus	SC	GS	15		
Tolland, CT	State Executive Director - Connecticut	Marsha B. Jette	SC	GS	15		
Dover, DE	State Executive Director - Delaware	Robert Walls	SC	GS	15		
Gainesville, FL	State Executive Director - Florida	Timothy A. Manning	SC	GS	15		
Athens, GA	State Executive Director - Georgia	Charles H. Stripling	SC	GS	15		
Honolulu, HI	State Executive Director - Hawaii	Diane Lynn Ley	SC	GS	15		
Boise, ID	State Executive Director - Idaho	Richard Rush	SC	GS	15		
Springfield, IL	State Executive Director - Illinois	Scherrie V. Giamanco	SC	GS	15		
Indianapolis, IN	State Executive Director - Indiana	Julia Ann Wickard	SC	GS	15		
Des Moines, IA	State Executive Director - Iowa	John Richard Whitaker	SC	GS	15		

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Manhattan, KS	State Executive Director - Kansas	Adrian Polansky	SC	GS	15		
Lexington, KY	State Executive Director - Kentucky	John W. McCauley	SC	GS	15		
Alexandria, LA	State Executive Director - Louisiana	Willie F. Cooper	SC	GS	15		
Bangor, ME	State Executive Director - Maine	Donovan Edwin Todd III	SC	GS	15		
Annapolis, MD	State Executive Director - Maryland	Lucie Snodgrass	SC	GS	15		
Amherst, MA	State Executive Director - Massachusetts	Richard J. Burke	SC	GS	15		
East Lansing, MI	State Executive Director - Michigan	Christine White	SC	GS	15		
St. Paul, MN	State Executive Director - Minnesota	Linda K. Hennen	SC	GS	15		
Jackson, MS	State Executive Director - Mississippi	Michael Ray Sullivan	SC	GS	15		
Bozeman, MT	State Executive Director - Montana	Bruce Edward Nelson	SC	GS	15		
Lincoln, NE	State Executive Director - Nebraska	Daniel L. Steinkruger	SC	GS	15		
Reno, NV	State Executive Director - Nevada	Clinton M. Koble	SC	GS	15		
Concord, NH	State Executive Director - New Hampshire	James G. Phinizy	SC	GS	15		
Hamilton Square, NJ.	State Executive Director - New Jersey	Paul J. Hlubik	SC	GS	15		
Albuquerque, NM	State Executive Director - New Mexico	Lawrence Rael	SC	GS	15		
Syracuse, NY	State Executive Director - New York	James R. Barber	SC	GS	15		
Raleigh, NC	State Executive Director - North Carolina	Aaron A. Martin	SC	GS	15		
Fargo, ND	State Executive Director - North Dakota	Aaron Krauter	SC	GS	15		
Columbus, OH	State Executive Director - Ohio	Steven Douglas Maurer	SC	GS	15		
Stillwater, OK	State Executive Director - Oklahoma	Francie Kucera Tolle	SC	GS	15		
Tualatin, OR	State Executive Director - Oregon	Lynn E. Voigt	SC	GS	15		
Harrisburg, PA	State Executive Director - Pennsylvania	Billy Wehry	SC	GS	15		
Warwick, RI	State Executive Director - Rhode Island	Paul E. Brule	SC	GS	15		
Columbia, SC	State Executive Director - South Carolina	Laurie Lawson	SC	GS	15		
Huron, SD	State Executive Director - South Dakota	Craig D. Schaunaman	SC	GS	15		
Nashville, TN	State Executive Director - Tennessee	Eugene Davidson	SC	GS	15		
Salt Lake City, UT	State Executive Director - Utah	Arthur Louis Douglas	SC	GS	15		
Burlington, VT	State Executive Director - Vermont	Robert George Paquin	SC	GS	15		
Richmond, VA	State Executive Director - Virginia	James Calvin Parrish	SC	GS	15		
Spokane, WA	State Executive Director - Washington	Judith Corrine Olson	SC	GS	15		
Morgantown, WV	State Executive Director - West Virginia	Alfred J. Lewis	SC	GS	15		
Madison, WI	State Executive Director - Wisconsin	Brad Michael Pfaff	SC	GS	15		
Casper, WY	State Executive Director - Wyoming	Gregory J. Goertz	SC	GS	15		
	Risk Management Agency						
Washington, DC	Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator	Barbara Leach	NA	ES			
Do	Deputy Administrator for Compliance	Career Incumbent	CA	ES			
Do	Director, Congressional and External Affairs	Patricia Engel	SC	GS	15		
Do	Special Assistant	Patrick Scates	SC	GS	15		
Do	Confidential Assistant	Leigh Allen	SC	GS	11		
	Office of the Under Secretary for Research, Education, and Economics						
Do	Under Secretary	Catherine E. Woteki	PAS	EX	III		
Do	Deputy Under Secretary	Career Incumbent	CA	ES			
Do	Chief of Staff	Elvis Cordova	SC	GS	15		
Do	Confidential Assistant	Franz J. Hochstrasser	SC	GS	12		
Do	Senior Advisor (Scientific Integrity)	Ramaswamy N. Gita	TA	ES			06/24/14
	Agricultural Research Service						
Do	Administrator	Career Incumbent	CA	ES			
Beltsville, MD	Director, National Agricultural Library	....do	CA	ES			
	National Institute of Food and Agriculture						
Washington, DC	Director	Sonny Ramaswamy	PA	EX	II		
Do	Assistant Director, Institute of Food Production and Sustainability.	Career Incumbent	CA	ES			
Do	Assistant Director, Institute of Youth, Family and Community.	....do	CA	ES			
Do	Deputy Director, Agricultural and Natural Resources.	....do	CA	ES			
Do	Deputy Director, Food and Community Resources.	....do	CA	ES			
Do	Director of Congressional Affairs for Research, Education, and Economics and National Institute of Food and Agriculture.	Venkateswar N. Neralla	SC	GS	15		
	Office of Under Secretary for Natural Resources and Environment						
Do	Under Secretary	Harris Sherman	PAS	EX	III		
Do	Deputy Under Secretary	Ann Cameron Mills	NA	ES			
Do	....do	Arthur Blazer	NA	ES			
Do	Chief of Staff	Sarah Scanlon	SC	GS	15		
Do	Special Assistant	Meryl L.R. Harrell	SC	GS	14		
Do	Staff Assistant	Yaesul Park	SC	GS	7		

DEPARTMENT OF AGRICULTURE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Natural Resources Conservation Service						
Washington, DC	Chief	David Clark White	NA	ES			
Do	Associate Chief	Vacant		ES			
Do	Chief of Staff	Jason Anthony Weller	NA	ES			
Do	Deputy Chief for Management	Vacant		ES			
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Deputy Chief for Science and Technology	do	CA	ES			
Beltsville, MD	Deputy Chief Soil Survey and Resource Assessment.	do	CA	ES			
Washington, DC	Regional Conservationist (East)	do	CA	ES			
Do	Regional Conservationist (Central)	do	CA	ES			
Boise, ID	Regional Conservationist (West)	do	CA	ES			
Davis, CA	State Conservationist, California	Vacant		ES			
Temple, TX	State Conservationist, Temple, Texas	Career Incumbent	CA	ES			
Washington, DC	Assistant Chief	James M. Gore	SC	GS	15		
Do	Special Assistant	Michael Martinez	SC	GS	14		
Do	do	Yahaira Enid Lopez Ramos	SC	GS	11		
	Forest Service						
Do	Chief Forester	Career Incumbent	CA	ES			
Do	Associate Chief Forester	do	CA	ES			
Do	Chief of Staff	do	CA	ES			
Arlington, VA	Chief Information Officer	do	CA	ES			
Washington, DC	Associate Deputy Chief, Business Operations, Policy.	do	CA	ES			
Albuquerque, NM ..	Director, Albuquerque Service Center-Budget and Finance.	do	CA	ES			
Arlington, VA	Director, Human Resources Management	Vacant		ES			
Washington, DC	Director, Strategic Planning and Budget Accountability.	Career Incumbent	CA	ES			
Arlington, VA	Director, Civil Rights Staff	do	CA	ES			
Lakewood, CO	Director, National Job Corps	do	CA	ES			
Washington, DC	Director, Senior Youth and Volunteer Programs.	do	CA	ES			
Do	Advisor to the Chief on Climate Change	do	CA	ES			
	Research						
Do	Deputy Chief, Research and Development	do	CA	ES			
Do	Associate Deputy Chief, Research and Development.	do	CA	ES			
	National Forest System						
Do	Deputy Chief	do	CA	ES			
Do	Associate Deputy Chief	do	CA	ES			
Do	do	Vacant		ES			
Do	Director, Recreation and Heritage Resources	Career Incumbent	CA	ES			
	State and Private Forestry						
Do	Deputy Chief	do	CA	ES			
Do	Associate Deputy Chief	do	CA	ES			
Do	do	do	CA	ES			
	Field Units						
Missoula, MT	Regional Forester, Region 1, Northern Region	do	CA	ES			
Lakewood, CO	Regional Forester, Region 2, Rocky Mountain Region.	do	CA	ES			
Albuquerque, NM ..	Regional Forester, Region 3, Southwest Region.	do	CA	ES			
Ogden, UT	Regional Forester, Region 4, Intermountain Region.	do	CA	ES			
San Francisco, CA	Regional Forester, Region 5, Pacific Southwest Region.	do	CA	ES			
Portland, OR	Regional Forester, Region 6, Pacific Northwest Region.	do	CA	ES			
Atlanta, GA	Regional Forester, Region 8, Southern Region	do	CA	ES			
Milwaukee, WI	Regional Forester, Region 9, Eastern Region	do	CA	ES			
Juneau, AK	Regional Forester, Region 10, Juneau	do	CA	ES			
	International Forest System						
Washington, DC	Director of International Programs	do	CA	ES			

DEPARTMENT OF AGRICULTURE OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF INSPECTOR GENERAL						
Washington, DC	Inspector General	Phyllis Fong	PAS	EX	III		
Do	Special Assistant	Vacant		ES			

DEPARTMENT OF COMMERCE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
	Immediate Office						
Washington, DC	Secretary	Vacant	PAS	EX	I		
Do	Senior Advisor to the Secretary for NOAA	.....do	.....	ES	.....		
Do	Executive Assistant to the Secretary	Erin M. Walls	SC	GS	13		
Do	Special Assistant	Benjamin W. Flatgard	SC	GS	12		
	Office of the Chief of Staff						
Do	Chief of Staff	Bruce H. Andrews	NA	ES	.....		
Do	Deputy Chief of Staff	Katharine Lister	NA	ES	.....		
Do	Senior Advisor to the Secretary	Steven J. Olson	SC	GS	15		
Do	Director of Scheduling	Michelle Shwimer	SC	GS	13		
Do	Director, National Export Events	Lyle Canceko	SC	GS	13		
Do	Deputy Director of Advance	Carly J. Montoya	SC	GS	12		
Do	Special Assistant	Dennis Clark	SC	GS	12		
Do	Deputy Director of Scheduling	Jennifer E. Murray	SC	GS	11		
Do	Advance Specialist	Alexander B. Baker	SC	GS	11		
Do	.....do	Reid Rosenberg	SC	GS	11		
Do	Protocol Officer	Deilia Jackson	SC	GS	11		
Do	Special Assistant to the Chief of Staff	Aparna Paladugu	SC	GS	9		
Do	Confidential Assistant to the Deputy Chief of Staff.	Victoria Leung Din	SC	GS	7		
	Office of White House Liaison						
Do	Director	John C. Connor	NA	ES	.....		
Do	Deputy Director	Kristin Sheehy	SC	GS	13		
Do	Special Assistant	Jamal Pope	SC	GS	9		
	Office of Executive Secretariat						
Do	Director	Latoya Murphy	NA	ES	.....		
Do	Deputy Director	Madhura Valverde	SC	GS	13		
Do	Special Assistant	Brian P. Brothman	SC	GS	11		
Do	Confidential Assistant	Gregory M. Cuneo	SC	GS	9		
Do	.....do	Bontu Itana	SC	GS	9		
	Office of Business Liaison						
Do	Director	Matthew T. McGuire	NA	ES	.....		
Do	Deputy Director	Katina Rojas Joy	SC	GS	14		
Do	Senior Advisor	Ari A. Matusiak	SC	GS	14		
Do	Special Assistant	Jenna Dunay	SC	GS	9		
	Office of Policy and Strategic Planning						
Do	Counselor to the Secretary and Director	Malcolm R. Lee	NA	ES	.....		
Do	Special Assistant	Anthony V. Lynn	SC	GS	9		
	Office of Public Affairs						
Do	Director	Jennifer Friedman	NA	ES	.....		
Do	Deputy Director	Sonja Steptoe	SC	GS	15		
Do	Director of Speechwriting	Nathan Osburn	SC	GS	14		
Do	Senior Advisor for Communications and Policy.	Jennifer Berlin	SC	GS	14		
Do	Director of Digital Strategy	Michael Kruger	SC	GS	13		
Do	Deputy Press Secretary	Sarah R. Horowitz	SC	GS	11		
Do	Confidential Assistant	Katherine Martin	SC	GS	7		
Do	.....do	Rachel D. Rubin	SC	GS	7		
	Office of the Deputy Secretary						
Do	Deputy Secretary	Rebecca M. Blank	PAS	EX	II		
Do	Chief of Staff to the Deputy Secretary	Justin Ehrenwerth	NA	ES	.....		
Do	Senior Advisor for Policy and Program Integration.	Career Incumbent	CA	ES	.....		
Do	Special Advisor	Theresa Rose Sena	SC	GS	14		
Do	Special Assistant	Matthew Warshaw	SC	GS	11		
Do	Special Assistant to the Deputy Secretary	Nnaji Campbell	SC	GS	9		
	Office of Legislative and Intergovernmental Affairs						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary	Rodney J. Stowers	NA	ES	.....		
Do	Director of Intergovernmental Affairs	William A. Ramos	SC	GS	14		
Do	Associate Director of Legislative and Intergovernmental Affairs.	Victoria Tung	SC	GS	13		
Do	Associate Director of Legislative Affairs	Andrew H. Su	SC	GS	13		
Do	Legislative Assistant	Ashley A. Zuelke	SC	GS	9		
Do	.....do	Emily Hildebrand	SC	GS	9		
Do	Confidential Assistant	David H. Talbot	SC	GS	7		
Do	Associate Director for Oversight	Brian C. Eiler	SC	GS	13		

DEPARTMENT OF COMMERCE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of the Chief Financial Officer and Assistant Secretary for Administration						
Washington, DC	Chief Financial Officer and Assistant Secretary for Administration.	Scott B. Quehl	PAS	EX	IV		
Do	Deputy Assistant Secretary for Administration.	Frederick E. Stephens	NA	ES			
Do	Senior Acquisition Strategy Advisor	Vacant		ES			
Do	Chief Privacy Officer and Director of Open Government.	do		ES			
Do	Director, Office of Civil Rights	Career Incumbent	CA	ES			
Do	Director, Risk Management and Program Evaluation.	Vacant		ES			
Do	Director, Financial Management Systems	Career Incumbent	CA	ES			
	Office of the General Counsel						
Do	General Counsel	Cameron Forbes Kerry	PAS	EX	IV		
Do	Deputy General Counsel	Geovette E. Washington	NA	ES			
Do	Assistant General Counsel for Administration	Career Incumbent	CA	ES			
Do	Chief, Employment and Labor Law Division	do	CA	ES			
Do	Chief, General Law Division	do	CA	ES			
Do	Assistant General Counsel for Finance and Litigation.	do	CA	ES			
Do	Assistant General Counsel for Legislation and Regulation.	do	CA	ES			
Do	Chief Counsel for Import Administration	do	CA	ES			
Do	Chief Counsel for International Commerce	do	CA	ES			
Do	Chief Counsel for Economic Affairs	do	CA	ES			
Do	Chief Counsel for Industry and Security	do	CA	ES			
Do	Deputy General Counsel for Strategic Initiatives.	Alexander Hoehn-Saric	SC	GS	15		
Do	Senior Advisor	Quentin Palfrey	SC	GS	15		
Do	Special Advisor	Michelle Duff-Mitchell	SC	GS	13		
Do	Special Assistant	Nicholas Ahrens	SC	GS	11		
	BUREAU OF INDUSTRY AND SECURITY						
Do	Under Secretary	Eric L. Hirschhorn	PAS	EX	III		
Do	Deputy Under Secretary	Career Incumbent	CA	ES			
Do	Chief of Staff	Sharon Yanagi	SC	GS	15		
Do	Director of Congressional and Public Affairs	Charles Kinney	SC	GS	15		
Do	Senior Advisor	Daniel Meza	SC	GS	14		
Do	Special Assistant	Samir Jammal	SC	GS	13		
Do	Assistant Secretary for Export Administration.	Kevin J. Wolf	PAS	EX	IV		
Do	Deputy Assistant Secretary for Export Administration.	Career Incumbent	CA	ES			
Do	Director, Office of Nonproliferation and Treaty Compliance.	do	CA	ES			
Do	Director, Office of Exporter Services	do	CA	ES			
Do	Director, Office of National Security and Technology Transfer Controls.	do	CA	ES			
Do	Director, Office of Strategic Industries and Economic Security.	Vacant		ES			
Do	Senior Advisor	Steven Emme	SC	GS	15		
Do	Assistant Secretary for Export Enforcement	David W. Mills	PAS	EX	IV		
	ECONOMIC DEVELOPMENT ADMINISTRATION						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary for Economic Development.	Matthew S. Erskine	NA	ES			
Do	Deputy Assistant Secretary for Regional Affairs.	Career Incumbent	CA	ES			
Do	Senior Advisor	Barry Johnson	NA	ES			
Do	Chief of Staff	Tene Dolphin	SC	GS	15		
Do	Director of Outreach	Angela B. Martinez	SC	GS	15		
Do	Director of Public Affairs	Cleve Mesidor	SC	GS	15		
Do	Director, Office of Innovation and Entrepreneurship.	Nishith Acharya	SC	GS	15		
Do	Senior Advisor	Katherine W. Dedrick	SC	GS	15		
Do	Special Advisor	Haley Stevens	SC	GS	13		
Do	Chief Counsel for Economic Development	Vacant		ES			
Philadelphia, PA	Philadelphia Regional Director	Career Incumbent	CA	ES			
Chicago, IL	Chicago Regional Director	do	CA	ES			
Austin, TX	Regional Director, Austin Regional Office	do	CA	ES			
Atlanta, GA	Regional Director, Atlanta Regional Office	do	CA	ES			
Seattle, WA	Regional Director, Seattle Regional Office	do	CA	ES			

DEPARTMENT OF COMMERCE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Denver, CO	Regional Director, Denver Regional Office	Career Incumbent	CA	ES			
	ECONOMICS AND STATISTICS ADMINISTRATION						
Washington, DC	Under Secretary for Economic Affairs	Vacant	PAS	EX	III		
Do	Deputy Under Secretary for Economic Affairs	do		ES			
Do	Associate Under Secretary for Management	Career Incumbent	CA	ES			
Do	Chief Economist	Mark E. Doms	NA	ES			
Do	Deputy Chief Economist	Career Incumbent	CA	ES			
	BUREAU OF THE CENSUS						
Suitland, MD	Director	Robert M. Groves	PAS	EX	IV		
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Associate Director for Communications	Steven Jost	NA	ES			
Do	Assistant Director for Communications	Vacant		ES			
Do	Senior Advisor for Data Management	Career Incumbent	CA	ES			
Do	Chief of Congressional Affairs	Angela Manso	SC	GS	14		
Washington, DC	Director, Office of Faith Based and Neighborhood Partnerships.	Cedric M. Grant	SC	GS	14		
	INTERNATIONAL TRADE ADMINISTRATION						
Do	Under Secretary for International Trade	Francisco J. Sanchez	PAS	EX	III		
Do	Deputy Under Secretary	Career Incumbent	CA	ES			
Do	Chief of Staff	Adam Wilczewski	NA	ES			
Do	Senior Policy Advisor	Peter Kaldes	SC	GS	15		
Do	Senior Advisor and Director of Public Affairs	Mary L. Trupo	SC	GS	15		
Do	Senior Advisor	Phu Duc Huynh	SC	GS	15		
Do	Deputy Director of Public Affairs	Mara Nicole Lee	SC	GS	14		
Do	Special Advisor	Carleton B. Shephard	SC	GS	14		
Do	Special Assistant	Iris A. Ferguson	SC	GS	12		
Do	Confidential Assistant and Scheduler to the Under Secretary.	Parker D. Sheedy	SC	GS	7		
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Assistant Secretary for Import Administration.	Paul Piquado	PAS	EX	IV		
Do	Deputy Assistant Secretary for Import Administration.	Career Incumbent	CA	ES			
Do	Special Advisor	Ryan K. Rhodes	SC	GS	14		
Do	Deputy Assistant Secretary for Textiles and Apparel.	Kimberly T. Glas	NA	ES			
Do	Deputy Assistant Secretary for Antidumping and Countervailing Duty Operations.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Antidumping and Countervailing Duty Policy and Negotiations.	Lynn M. Fischer Fox	NA	ES			
Do	Director, Office of Policy	Career Incumbent	CA	ES			
Do	Special Advisor	Steven G. Glickman	SC	GS	14		
Do	Assistant Secretary for Market Access and Compliance.	Michael C. Camunez	PAS	EX	IV		
Do	Deputy Assistant Secretary for Market Access and Compliance.	Career Incumbent	CA	ES			
Do	Special Advisor	Gabriel F. Soledad	SC	GS	14		
Do	do	Thomas S. Wyler	SC	GS	14		
Do	Deputy Assistant Secretary for Africa, the Middle East and South Asia.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Asia	do	CA	ES			
Do	Deputy Assistant Secretary for Europe	Matthew Murray	NA	ES			
Do	Deputy Assistant Secretary for Trade Agreements and Compliance.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Western Hemisphere.	do	CA	ES			
Do	Assistant Secretary for Manufacturing and Services.	Nicole Y. Lamb-Hale	PAS	EX	IV		
Do	Deputy Assistant Secretary for Manufacturing and Services.	Career Incumbent	CA	ES			
Do	Senior Director for Industry and Analysis	Vacant		ES			
Do	Deputy Director of Advisory Committees	Jennifer L. Pilat	SC	GS	12		
Do	Special Assistant	Todd A. Valentine	SC	GS	12		
Do	Deputy Assistant Secretary for Industry Analysis.	Career Incumbent	CA	ES			
Do	Director, Office of Competition and Economic Analysis.	do	CA	ES			
Do	Deputy Assistant Secretary for Manufacturing.	Vacant		ES			
Do	Director, Office of Aerospace and Automotive Industries.	Career Incumbent	CA	ES			

DEPARTMENT OF COMMERCE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary for Services	Kenneth Hyatt	NA	ES			
Do	Senior Director for Services	Career Incumbent	CA	ES			
Do	Director, Office of Service Industries	do	CA	ES			
Do	Assistant Secretary of Commerce and Director General of United States Foreign Commercial Service.	Vacant	PAS	EX	IV		
Do	Deputy Director General	Career Incumbent	CA	ES			
Do	Executive Director for Export Policy, Promotion and Strategy.	Michael D. Masserman	NA	ES			
Do	Executive Director, SelectUSA	Vacant		ES			
Do	Senior Advisor, SelectUSA	do		ES			
Do	Director, Office of Strategic Planning and Resource Management.	do		FE			
Do	Director, Office of Strategic Partnerships	Matthew R. Kennedy	SC	GS	15		
Do	Special Advisor	Kevin T. Gluba	SC	GS	14		
Do	Executive Assistant	Jennifer Arvanitis	SC	GS	12		
Do	Deputy Assistant Secretary for International Operations.	Career Incumbent	CA	FE			
Do	Deputy Assistant Secretary for Domestic Operations.	Antwaun D. Griffin	NA	ES			
Do	Executive Director for Trade Promotion and Outreach.	Vacant		ES			
Do	National Field Director	Career Incumbent	CA	ES			
Do	Director, Advocacy Center	Bryan J. Erwin	NA	ES			
Beijing, China	Senior Commercial Officer, Beijing	Career Incumbent	CA	FE			
Shanghai, China	Principal Commercial Officer, Shanghai	do	CA	FE			
Singapore	Senior Commercial Officer, Singapore	do	CA	FE			
Hong Kong	Senior Commercial Officer, Hong Kong	do	CA	FE			
Bangkok, Thailand	Senior Commercial Officer, Bangkok	do	CA	FE			
Tokyo, Japan	Senior Commercial Officer, Tokyo	do	CA	FE			
Do	Deputy Senior Commercial Officer, Tokyo	do	CA	FE			
Seoul, Korea, Republic of.	Senior Commercial Officer, Seoul	do	CA	FE			
Sydney, Australia	Regional Senior Commercial Officer, Sydney	do	CA	FE			
Sao Paulo, Brazil	Senior Commercial Officer, Sao Paulo	do	CA	FE			
Mexico City, Mexico.	Senior Commercial Officer, Mexico City	do	CA	FE			
Ottawa, Ontario, Canada.	Senior Commercial Officer, Ottawa	do	CA	FE			
Toronto, Ontario, Canada.	Principal Commercial Officer, Toronto	do	CA	FE			
New Delhi, India	Senior Commercial Officer, New Delhi	do	CA	FE			
Do	Deputy Senior Commercial Officer, New Delhi.	do	CA	FE			
Riyadh, Saudi Arabia.	Senior Commercial Officer, Riyadh	do	CA	FE			
Cairo, Egypt	Regional Senior Commercial Officer, Cairo	do	CA	FE			
Ankara, Turkey	Senior Commercial Officer, Ankara	do	CA	FE			
Washington, DC	Regional Director, ANESA	do	CA	FE			
Johannesburg, South Africa.	Senior Commercial Officer, Johannesburg	do	CA	FE			
Washington, DC	Commercial Officer, World Bank	do	CA	FE			
Paris, France	Senior Commercial Officer, Paris	do	CA	FE			
Madrid, Spain	Senior Commercial Officer, Madrid	do	CA	FE			
Washington, DC	Regional Director, EAP	do	CA	FE			
London, United Kingdom.	Senior Commercial Officer, London	do	CA	FE			
Do	Commercial Officer, ERBD, London	do	CA	FE			
Brussels, Belgium	Senior Commercial Officer, US EC, Brussels	do	CA	FE			
The Hague, Netherlands.	Senior Commercial Officer, The Hague	do	CA	FE			
Washington, DC	Regional Director, EUR	do	CA	FE			
Rome, Italy	Senior Commercial Officer, Rome	do	CA	FE			
Berlin, Germany	Senior Commercial Officer, Berlin	do	CA	FE			
Moscow, Russia	Senior Commercial Officer, Moscow	do	CA	FE			
Washington, DC	Regional Director, WH	do	CA	FE			
Guangzhou, China	Principal Commercial Officer, Guangzhou	do	CA	FE			
Washington, DC	Full Time AFSA Representative	do	CA	FE			
Do	Training Compliment	do	CA	FE			
	MINORITY BUSINESS DEVELOPMENT AGENCY						
Do	National Director	David A. Hinson	NA	ES			
Do	Special Advisor	Candace Jackson	SC	GS	13		
Do	Deputy Director	Alejandra Y. Castillo	NA	ES			

DEPARTMENT OF COMMERCE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION						
Washington, DC	Under Secretary of Commerce for Oceans and Atmosphere and NOAA Administrator.	Jane Lubchenco	PAS	EX	III	.....	
Do	Assistant Secretary for Environmental Observation and Prediction.	Kathryn D. Sullivan	PAS	EX	IV	.....	
Do	Assistant Secretary for Conservation and Management.	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy Under Secretary for Oceans and Atmosphere.	Margaret F. Spring	NA	ES	.....	.....	
Do	Deputy Under Secretary for Operations	Career Incumbent	CA	ES	.....	.....	
Do	Chief of Staff for NOAA	Ruth Renee Stone	NA	ES	.....	.....	
Do	Director of Communications	Ciaran M. Clayton	NA	ES	.....	.....	
Do	Deputy Director, Office of Communications	Career Incumbent	CA	ES	.....	.....	
Do	Director of Policy/Senior Policy Advisor	Sally J. Yozell	NA	ES	.....	.....	
Do	Associate Senior Advisor	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director of Policy	Christine L. Blackburn	SC	GS	14	.....	
Do	Senior Policy Advisor	Karen Hyun	SC	GS	14	.....	
Do	.....do	Jainey K. Bavishi	SC	GS	13	.....	
Do	Special Assistant	Jacqueline N. Bray	SC	GS	12	.....	
Do	.....do	Richard M. Love, Jr.	SC	GS	11	.....	
Do	Deputy Assistant Secretary for International Fisheries.	Russell F. Smith	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for International Affairs.	Career Incumbent	CA	ES	.....	.....	
Do	Chief Scientist	Vacant	PAS	EX	V	.....	
Do	General Counsel	Lois J. Schiffer	NA	ES	.....	.....	
Silver Spring, MD	Deputy General Counsel for National Oceanic and Atmospheric Administration.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Deputy General Counsel for Atmospheric and Ocean Research and Services.	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel for Fisheries	.....do	CA	ES	.....	.....	
Do	Director, Office of Legislative Affairs	John S. Gray III	NA	ES	.....	.....	
Do	Deputy Director, Office of Legislative Affairs	Amanda Greenwell	SC	GS	15	.....	
Do	Assistant Administrator, Office of Program Planning and Integration.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Administrator for Marine Fisheries	Eric C. Schwaab	NA	ES	.....	.....	
Silver Spring, MD	Deputy Assistant Administrator for Regulatory Programs.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Director, Office of Protected Resources	Vacant	.....	ES	.....	.....	
Woods Hole, MA	Regional Administrator, Northeast Region	.....do	.....	ES	.....	.....	
St. Petersburg, FL	Regional Administrator, Southeast Region	Career Incumbent	CA	ES	.....	.....	
Seattle, WA	Regional Administrator, Northwest Region	William W. Stelle, Jr.	NA	ES	.....	.....	
Santa Rosa, CA	Regional Administrator, Southwest Region	Career Incumbent	CA	ES	.....	.....	
Juneau, AK	Regional Administrator, Alaska Region	.....do	CA	ES	.....	.....	
Honolulu, HI	Regional Administrator, Pacific Island Region	.....do	CA	ES	.....	.....	
Washington, DC	Assistant Administrator for Ocean Services and Coastal Zone Management.	.....do	CA	ES	.....	.....	
Charleston, SC	Director, NOAA Coastal Services Center	.....do	CA	ES	.....	.....	
Silver Spring, MD	Director, Office of National Marine Sanctuaries.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Ocean and Coastal Resource Management.	Vacant	.....	ES	.....	.....	
Do	Assistant Administrator for National Environmental Satellite, Data and Information Services (NESDIS).	Career Incumbent	CA	ES	.....	.....	
Silver Spring, MD	Deputy Assistant Administrator, NESDIS	.....do	CA	ES	.....	.....	
Suitland, MD	Director, Office of Satellite and Product Operations.	.....do	CA	ES	.....	.....	
Washington, DC	Executive Director, Office of Space Commercialization.	Vacant	.....	ES	.....	.....	
Silver Spring, MD	Assistant Administrator for Weather Services	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Administrator for Weather Services.	.....do	CA	ES	.....	.....	
Do	Assistant Administrator for Oceanic and Atmospheric Research.	.....do	CA	ES	.....	.....	
Silver Spring, MD	Deputy Assistant Administrator for Programs and Administration.	.....do	CA	ES	.....	.....	
	NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION						
Washington, DC	Assistant Secretary of Commerce for Communications and Information.	Lawrence E. Strickling	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary for Communications and Information.	Anna M. Gomez	NA	ES	.....	.....	
Do	Chief of Staff	Thomas C. Power	SC	GS	15	.....	

DEPARTMENT OF COMMERCE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chief Counsel	Career Incumbent	CA	ES			
Do	Associate Administrator, Office of International Affairs.	.....do	CA	ES			
Do	Associate Administrator for Policy Analysis and Development.	Vacant		ES			
Do	Deputy Associate Administrator for Policy Analysis and Development.	.....do		ES			
Do	Associate Administrator for Spectrum Management.	Career Incumbent	CA	ES			
Do	Deputy Associate Administrator for Domestic Spectrum Management.	.....do	CA	ES			
Do	Deputy Associate Administrator for International Spectrum Management.	.....do	CA	ES			
Do	Associate Administrator for Telecommunications and Information Applications.	.....do	CA	ES			
Do	Deputy Associate Administrator for Telecommunications and Information Applications.	Vacant		ES			
	NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY						
Gaithersburg, MD	Under Secretary of Commerce for Standards and Technology.	Patrick D. Gallagher	PAS	EX	IV		
	NATIONAL TECHNICAL INFORMATION SERVICE						
Bethesda, MD	Director	Career Incumbent	CA	ES			
	U.S. PATENT AND TRADEMARK OFFICE						
Alexandria, VA	Under Secretary of Commerce for Intellectual Property and Director of the U.S. Patent and Trademark Office.	David James Kappos	PAS	EX	III		
Do	Deputy Under Secretary for Intellectual Property and Deputy Director of the U.S. Patent and Trademark Office.	Teresa Stenek Rea	XS	AD			
Do	Chief of Staff	Peter C. Pappas	NA	ES			
Do	Deputy Chief of Staff	Azam Brian Khan	SC	GS	15		
Do	Special Advisor	Vikrum D. Aiyer	SC	GS	14		
Do	Chief Communications Officer and Senior Advisor to the Under Secretary and Director.	Vacant		ES			
Do	Deputy Chief Communications Officer	Patrick C. Ross	SC	GS	14		
Do	Administrator for Policy and External Affairs	Career Incumbent	CA	ES			
Do	General Counsel	.....do	CA	ES			
Do	Chief Administrative Officer	.....do	CA	ES			
Do	Senior Advisor to the Commissioner for Patents.	Bradford R. Huther	TA	ES			01/24/13
Do	Chief Information Officer	Career Incumbent	CA	ES			

DEPARTMENT OF COMMERCE OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Todd J. Zinser	PAS	EX	IV		

DEPARTMENT OF DEFENSE

OFFICE OF THE SECRETARY OF DEFENSE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Arlington, VA	Secretary	Leon E. Panetta	PAS	EX	I		
Do	Deputy Secretary	Ashton B. Carter	PAS	EX	II		
Do	Special Assistant to the Secretary and Deputy Secretary of Defense.	Jeremy B. Bash	NA	ES			
Do	Executive Secretary	Career Incumbent	CA	ES			
Do	Special Assistant to the Secretary of Defense	Marcel J. Lettre II	NA	ES			
Do	.....do	Monica P. Medina	NA	ES			
Do	Special Assistant to the Deputy Secretary of Defense.	Wendy R. Anderson	NA	ES			
Do	Special Advisor to the Deputy Secretary of Defense.	Terence Szuplat	NA	ES			
Do	Special Assistant to the Secretary of Defense for White House Liaison.	Shelly O. Stoneman	NA	ES			
Silverdale, WA	Director, Office of the Convening Authority	Bruce E. MacDonald	TA	ES			03/06/13
Arlington, VA	Confidential Assistant	Delonnie Henry	SC	GS	15		
Do	Director, Travel Operations	James P. Eby	SC	GS	15		
Do	Special Assistant to the Deputy Secretary of Defense.	Jonathan L. Lee	SC	GS	15		
Do	Special Assistant to the Deputy Secretary	Jonathan S. Lachman	SC	GS	15		
Do	Special Assistant to the Secretary of Defense for Protocol.	Anne W. Lieberman	SC	GS	14		
Do	Confidential Assistant	Faye L. Brown	SC	GS	14		
Do	Advance Officer	Stacee N. Bako	SC	GS	14		
Do	Deputy White House Liaison	Jeffrey M. Stephens	SC	GS	13		
Do	Advance Officer	Lyndsey Toeppen	SC	GS	13		
Do	Protocol Officer	Maribel Serocki	SC	GS	13		
Do	.....do	Pamela P. Wilson	SC	GS	12		
Do	Advance Officer	Marik Von Rennenkampff	SC	GS	12		
Do	Special Assistant to the White House Liaison	Valerie N. Miller	SC	GS	12		
Do	Advance Officer	Carrie A. Kagawa	SC	GS	11		
Do	Confidential Assistant	Elliot Gillerman	SC	GS	11		
	Office of the Under Secretary of Defense (Policy)						
Do	Under Secretary	James N. Miller	PAS	EX	III		
Do	Assistant Secretary of Defense (Special Operations/Low Intensity Conflict).	Michael A. Sheehan	PAS	EX	IV		
Do	Principal Deputy Under Secretary	Kathleen A. Hicks	PAS	EX	IV		
Do	Assistant Secretary of Defense (Global Strategic Affairs).	Madelyn R. Creedon	PAS	EX	IV		
Do	Assistant Secretary of Defense (International Security Affairs).	Derek Chollet	PAS	EX	IV		
Do	Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs).	Paul N. Stockton	PAS	EX	IV		
Do	Assistant Secretary of Defense (Asian and Pacific Security Affairs).	Mark W. Lippert	PAS	EX	IV		
Do	Deputy Assistant Secretary of Defense (African Affairs).	Career Incumbent	CA	ES			
Do	Principal Deputy Assistant Secretary of Defense (Special Operations/Low Intensity Conflict).	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Western Hemisphere Affairs).	Francisco O. Mora	NA	ES			
Do	Principal Deputy Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs).	Todd M. Rosenblum	NA	ES			
Do	Deputy Assistant Secretary of Defense (Rule of Law/Detainee Policy).	William K. Lietzau	NA	ES			
Do	Foreign Relations and Defense Policy Manager (Rule of Law/Detainee Policy).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Nuclear and Missile Defense).	Bradley H. Roberts	NA	ES			
Do	Principal Deputy Assistant Secretary of Defense (International Security Affairs).	Career Incumbent	CA	ES			
Do	Foreign Relations and Defense Policy Manager (Homeland Defense Integration and Defense Support of Civil Authorities).	.....do	CA	ES			
Do	Foreign Relations and Defense Policy Manager.	.....do	CA	ES			
Do	Principal Deputy Assistant Secretary of Defense (Asian and Pacific Security Affairs).	Peter R. Lavoy	NA	ES			
Do	Deputy Assistant Secretary of Defense (East Asia).	Vacant		ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Deputy Assistant Secretary of Defense (South and Southeast Asia).	Vikram J. Singh	NA	ES			
Do	Deputy Assistant Secretary of Defense (Counternarcotics and Global Threats).	William F. Wechsler	NA	ES			
Do	Foreign Relations and Defense Policy Manager.	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Forces Development).	David A. Ochmanek	NA	ES			
Do	Deputy Assistant Secretary of Defense (Middle East).	Matthew J. Spence	NA	ES			
Do	Foreign Relations and Defense Policy Manager.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Afghanistan, Pakistan and Central Asia).	David S. Sedney	NA	ES			
Do	Director, Defense Technology Security Administration.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Partnership Strategy and Stability Operations).	James A. Schear	NA	ES			
Do	Foreign Relations and Defense Policy Manager (Deputy Chief of Staff for Stability Operations).	Career Incumbent	CA	ES			
Do	Foreign Relations and Defense Policy Manager.	.....do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Europe and North Atlantic Treaty Organization Policy).	James J. Townsend, Jr.	NA	ES			
Do	Foreign Relations and Defense Policy Manager (Chief of Staff).	Career Incumbent	CA	ES			
Do	Foreign Relations and Defense Policy Manager (Principal Director, Counternarcotics and Global Threats).	.....do	CA	ES			
Do	Deputy Under Secretary of Defense (Strategy, Plans, and Forces).	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Countering Weapons of Mass Destruction).	Rebecca Hersman	NA	ES			
Do	Principal Director (Europe and North Atlantic Treaty Organization).	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Plans).	Robert M. Scher	NA	ES			
Do	Chief of Staff to the Under Secretary of Defense for Policy.	Career Incumbent	CA	ES			
Do	Foreign Relations and Defense Policy Manager (Principal Director, Special Operations and Combating Terrorism).	.....do	CA	ES			
Do	Principal Deputy Assistant Secretary of Defense for Strategic Affairs.	.....do	CA	ES			
Do	Deputy Assistant Secretary of Defense for Special Operations and Combating Terrorism.	.....do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Defense Continuity and Crisis Management).	.....do	CA	ES			
Do	Principal Director, Countering Weapons of Mass Destruction.	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Russia, Ukraine and Eurasia Policy).	Evelyn Farkas	NA	ES			
Do	Principal Director, Strategy	Vacant		ES			
Do	Foreign Relations and Defense Policy Manager.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Strategy).	Daniel Y. Chiu	NA	ES			
Do	Foreign Relations and Defense Policy Manager (Visiting Professor, NDU).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Homeland Defense Strategy and Force Planning).	Jose S. Mayorga, Jr.	NA	ES			
Do	Senior Advisor for China Policy and Integration.	David F. Helvey	TA	ES			10/24/12
Do	Deputy Assistant Secretary of Defense for Prisoners of War (POW)/Missing Personnel Affairs and Director, Defense POW/Missing Personnel Office.	W. Montague Winfield	NA	ES			
Do	Special Assistant to the ASD (ISA)	Anna A. Makanju	SC	GS	15	3 Years	

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Foreign Relations and Defense Policy Manager (Principal Director, Force Development).	Career Incumbent	CA	ES			
Do	Senior Advisor to the Under Secretary of Defense Policy (Principal Director POW/MIA and Principal Director Defense POW/ Missing Personnel Office).	.....do	CA	ES			
Do	Foreign Relations and Defense Policy Manager.	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Space Policy).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense Homeland Defense Integration and Defense Support of Civil Authorities and Chief of Staff.	.....do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Cyber Policy).	Eric Rosenbach	NA	ES			
Do	Senior Director for Defense Policy and Strategy.	Christine E. Wormuth	NA	ES			
Do	Senior Advisor to the Under Secretary of Defense for Policy.	Vacant		ES			
Do	Foreign Relations and Defense Policy Manager (Principal Director, Afghanistan, Pakistan and Central Asia).	Career Incumbent	CA	ES			
Do	Director, Periodic Review Secretariat	Norton C. Joerg	TA	ES			02/18/15
Do	Senior Advisor to the Under Secretary of Defense (Policy).	Career Incumbent	CA	ES			
Do	Special Advisor to Assistant Secretary of Defense (SO/LIC).	.....do	CA	ES			
Do	Chief Operating Officer	.....do	CA	ES			
Do	Foreign Relations Defense Policy Manager (Deputy Director, Defense Technology Security Administration).	.....do	CA	ES			
Do	Foreign Relations Defense Policy Manager (Principal Director, Cyber Policy).	.....do	CA	ES			
Do	Foreign Relations Defense Policy Manager (Principal Director, Russia, Ukraine and Eurasia).	.....do	CA	ES			
Do	Director for Strategic Business Development	Kristopher R. Haag	TA	ES			02/28/13
Do	Director of Policy and Financial Management	Regina A. Tedla-Dubey	TA	ES			03/28/13
Do	Special Assistant to Assistant Secretary of Defense (Special Operations/Low Intensity Conflict).	Erin M. Logan	SC	GS	15		
Do	Staff Assistant	Shawn W. Brimley	SC	GS	15		
Do	Principal Director, Nuclear and Missile Defense Policy.	John F. Plumb	SC	GS	15		
Do	Director, Pakistan	Thomas C. Greenwood	SC	GS	15		
Do	Special Advisor to Deputy Assistant Secretary of Defense (Detainee Policy).	Alex Wagner	SC	GS	15		
Do	Special Assistant to the Deputy Assistant Secretary of Defense (East Asia).	Frank Aum	SC	GS	15		
Do	Senior Communications Advisor for Under Secretary of Defense (Policy).	Mark J. Ribbing	SC	GS	15		
Do	Special Assistant to the Deputy Assistant Secretary of Defense (Middle East).	Eric Lynn	SC	GS	15		
Do	Special Assistant to the Principal Deputy Under Secretary of Defense (Policy).	Jonathan Reiber	SC	GS	14		
Do	Special Assistant to the Deputy Assistant Secretary of Defense (Europe/NATO).	Samuel J. Brannen	SC	GS	14		
Do	Special Assistant to the Principal Deputy Under Secretary of Defense (Policy).	Siddharth Mohandas	SC	GS	14		
Do	Staff Assistant	Alice Hunt Friend	SC	GS	14		
Do	Special Assistant to the Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs).	Andrew D. Heighington	SC	GS	13		
Do	Special Assistant to the Deputy Assistant Secretary of Defense (South and Southeast Asia).	Nicholas C. Wallar	SC	GS	13		
Do	Special Assistant to the Assistant Secretary of Defense (Asian and Pacific Security Affairs).	Lindsey W. Ford	SC	GS	12		
Do	Special Assistant to the Deputy Assistant Secretary of Defense (Western Hemisphere Affairs).	Nicholas F. Zimmerman	SC	GS	12		

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Special Assistant to the Assistant Secretary of Defense (Global Strategic Affairs).	David L. Vorland	SC	GS	12		
	United States Mission to the North Atlantic Treaty Organization						
Brussels, Belgium	Foreign Relations and Defense Policy Manager.	Career Incumbent	CA	ES			
Do	Defense Advisor to the U.S. Ambassador to NATO.	Robert G. Bell	NA	ES			
	Office of the Director, Operational Test and Evaluation						
Arlington, VA	Director	J. M. Gilmore	PAS	EX	IV		
Do	Principal Deputy Director	Career Incumbent	CA	ES			
Do	Deputy Director for Land and Expeditionary Warfare.	.....do	CA	ES			
Do	Deputy Director for Air Warfare	.....do	CA	ES			
Do	Deputy Director for Naval Warfare	.....do	CA	ES			
Do	Deputy Director, Net-Centric Space and Missile Defense Systems.	.....do	CA	ES			
Do	Special Assistant	Eric Loeb	SC	GS	15		
	Office of the Director, Net Assessment						
Do	Director	Andrew W. Marshall	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Associate Director	.....do	CA	ES			
	Joint Activities						
Do	Director of Administration and Management/ Comptroller, National Guard Bureau.	.....do	CA	ES			
	Office of the Under Secretary of Defense (Personnel and Readiness)						
Do	Under Secretary of Defense (Personnel and Readiness).	Erin C. Conaton	PAS	EX	III		
Do	Principal Deputy Under Secretary of Defense (Personnel and Readiness).	Jo Ann Rooney	PAS	EX	IV		
Do	Assistant Secretary of Defense (Health Affairs).	Jonathan Woodson	PAS	EX	IV		
Do	Assistant Secretary of Defense (Readiness and Force Management).	Vacant	PAS	EX			
Do	Principal Deputy Assistant Secretary of Defense (Health Affairs)/Principal Deputy Director, TMA.	Karen Sue Guice	NA	ES			
Do	Principal Director, Requirements and Strategic Integration.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense for Wounded Warrior Care and Transition Policy.	John R. Campbell	NA	ES			
Do	Deputy Assistant Secretary of Defense for Military Community and Family Policy.	Vacant		ES			
Do	Director, Personnel and Readiness, Integration and Strategic Management.	Laura D. Stubbs	NA	ES			
Do	Deputy Assistant Secretary of Defense (Health Budgets and Financial Policy).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Readiness).	Laura J. Junor	NA	ES			
Do	Deputy Assistant Secretary of Defense (Civilian Personnel Policy).	Career Incumbent	CA	ES			
Do	Principal Director for Diversity Management and Equal Opportunity.	.....do	CA	ES			
Do	Director Readiness Programming and Assessment.	.....do	CA	ES			
Do	Principal Director (Military Community and Family Policy).	.....do	CA	ES			
Do	Director, Personnel and Readiness Analysis	.....do	CA	ES			
Do	Principal Director, DoDEA and Associate Director for Education.	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Military Personnel Policy).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Force Health Protection and Readiness).	Vacant		ES			
Do	Deputy Assistant Secretary of Defense for Clinical and Program Policy.	Warren E. Lockette	NA	ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Principal Director, Wounded Warrior Care and Transition Policy.	Career Incumbent	CA	ES			
Do	Principal Deputy Assistant Secretary of Defense (Readiness and Force Management).	Frederick E. Vollrath	NA	ES			
Do	Principal Director (Civilian Personnel Policy)	Career Incumbent	CA	ES			
Do	Director, Accession Policy	Vacant		ES			
Do	Director, Readiness and Training Policy and Programs.	Career Incumbent	CA	ES			
Do	Principal Director, Military Personnel Policy	Vacant		ES			
Do	Director, Officer and Enlisted Personnel Management.	Career Incumbent	CA	ES			
Peachtree City, GA	Director, Domestic Dependent Elementary and Secondary Schools and the Department of Defense Dependents Schools Cuba.	do	CA	ES			
Urazoe, Okinawa, Japan.	Director, Department of Defense Dependents Schools Pacific and Domestic Dependent Elementary and Secondary Schools Guam.	Vacant		ES			
Wiesbaden, Germany.	Director, Department of Defense Dependents Schools Europe.	Career Incumbent	CA	ES			
Arlington, VA	Director of Military Compensation	do	CA	ES			
Do	Director, Talent Acquisition, Development and Management.	do	CA	ES			
Do	Deputy Chief, Tricare Policy and Operations	do	CA	ES			
Do	Program Executive Officer	do	CA	ES			
Do	Associate Director for Financial and Business Operations.	Vacant		ES			
Do	Director, Quadrennial Review of Military Compensation.	Career Incumbent	CA	ES			
Do	Deputy Director, Force Health Protection and Readiness Programs.	do	CA	ES			
Do	Principal Advisor, Portfolio Management Project Office.	George Chambers	TA	ES			07/20/13
Do	Special Assistant and Senior Advisor to Under Secretary of Defense and Principal Deputy Undersecretary of Defense (Personnel and Readiness).	Vacant		ES			
Do	Special Assistant and Senior Advisor to the Under Secretary of Defense and Principal Under Secretary of Defense (Personnel and Readiness).	Career Incumbent	CA	ES			
Do	Director, Resource and Financial Management.	do	CA	ES			
Do	Program Executive Officer	Vacant		ES			
Do	Confidential Assistant to the Under Secretary of Defense Personnel and Readiness.	Mary E. Woodward	SC	GS	14		
Do	Special Assistant to the Deputy Under Secretary of Defense for Transition Policy and Care Coordination.	Arturo R. Murguia	SC	GS	14		
	Office of Assistant Secretary of Defense (Reserve Affairs)						
Do	Assistant Secretary	Jessica L. Wright	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Dennis L. McGinnis	NA	ES			
Do	Deputy Assistant Secretary of Defense (Resources).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Manpower and Personnel).	Vacant		ES			
Washington, DC	Deputy Assistant Secretary of Defense (Readiness, Training and Mobilization).	Career Incumbent	CA	ES			
Arlington, VA	Deputy Assistant Secretary of Defense (Materiel and Facilities).	do	CA	ES			
Do	Principal Director (Readiness, Training and Mobilization).	do	CA	ES			
Do	Special Assistant to the Assistant Secretary of Defense for Reserve Affairs.	Jacqueline Garrick	SC	GS	15		
	Office of Assistant Secretary of Defense (Public Affairs)						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary	George E. Little	NA	ES			
Do	Deputy Assistant Secretary of Defense for Community and Public Outreach.	Rene Carbone Bardorf	NA	ES			
Do	Speechwriter	Christopher M. Kirchhoff	SC	GS	15		

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Deputy Director for Communication Plans and Integration.	James L. Swartout	SC	GS	15		
Do	Speechwriter	Jacob M. Freedman	SC	GS	14		
Do	....do	Justin D. Mikolay	SC	GS	13		
Do	....do	Gregory M. Grant	SC	GS	13		
Do	Assistant Press Secretary	Carlin R. Woog	SC	GS	13		
Do	Research Assistant	Lucas F. Schleusener	SC	GS	9		
	Office of the Director (Cost Assessment and Program Evaluation)						
Do	Director	Christine H. Fox	PAS	EX	IV		
Do	Deputy Director, Program Evaluation	Career Incumbent	CA	ES			
Do	Deputy Director, Cost Assessment	....do	CA	ES			
Do	Deputy Director, Analysis and Integration	....do	CA	ES			
Do	Deputy Director, Program, Data and Enterprise Services.	....do	CA	ES			
Do	Director, Land Forces Division	....do	CA	ES			
Do	Director, Program Resources and Information Systems Management Division.	....do	CA	ES			
Do	Director, Irregular Warfare Division	....do	CA	ES			
Do	Director, Advanced Systems Cost Analysis Division.	....do	CA	ES			
Do	Director, Intelligence, Surveillance, and Reconnaissance Programs Division.	....do	CA	ES			
Do	Director, Command, Control, Communications and Intelligence (C4) and Information Programs Division.	....do	CA	ES			
Do	Director, Naval Forces Division	....do	CA	ES			
Do	Director, Tactical Air Division	....do	CA	ES			
Do	Director, Projection Forces Division	....do	CA	ES			
Do	Director, Weapon Systems Cost Analysis Division.	....do	CA	ES			
Do	Director, Economic and Manpower Analysis Division.	....do	CA	ES			
Do	Director, Strategic, Defensive, and Space Programs Division.	....do	CA	ES			
Do	Director, Program Analysis Division	Vacant		ES			
Do	Director, Force Structure Risk Assessments	Career Incumbent	CA	ES			
Do	Director, Force and Infrastructure Analysis Division.	....do	CA	ES			
Do	Director, Operating and Support Cost Analysis Division.	Vacant		ES			
Do	Special Assistant for Special Projects	Tanisha R. Dozier	SC	GS	13		
	Office of the Under Secretary of Defense (Comptroller)						
Do	Under Secretary	Robert F. Hale	PAS	EX	III		
Do	Principal Deputy Under Secretary	Michael J. McCord	PAS	EX	IV		
Do	Deputy Comptroller Program/Budget	Career Incumbent	CA	ES			
Do	Deputy Comptroller for Budget and Appropriations Affairs.	Blaine F. Aaron	NA	ES			
Do	Assistant Deputy Comptroller (Program Budget) Program, Budget, and Execution.	Career Incumbent	CA	ES			
Do	Director, Resource Issues	Sandra Veronica Richardson.	NA	ES			
Do	Director for Investment	Career Incumbent	CA	ES			
Do	Director for Revolving Funds	....do	CA	ES			
Do	Director for Operations	....do	CA	ES			
Do	Director for Military Personnel and Construction.	....do	CA	ES			
Do	Associate Director for Military Construction	....do	CA	ES			
Do	Special Assistant to Under Secretary of Defense/Principal Deputy Under Secretary of Defense (Comptroller).	....do	CA	ES			
Do	Associate Director for Air, Space, and Intelligence Programs.	....do	CA	ES			
Do	Director for Financial Improvement and Audit Readiness.	....do	CA	ES			
Do	Director for Accounting and Finance Policy	....do	CA	ES			
Do	Associate Director for Military Operations	....do	CA	ES			
Do	Associate Director for Ground, Sea, and Other Programs.	Vacant		ES			
Do	Associate Director for Personnel and Health Care.	Career Incumbent	CA	ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Associate Director, International and Interagency Programs.	Vacant		ES			
Do	Associate Director, Defense-Wide Programs	.....do		ES			
Do	Director, Business Integration Office	Career Incumbent	CA	ES			
Do	Associate Director for Contingency and Interagency Programs.	.....do	CA	ES			
Do	Associate Director, External Affairs	.....do	CA	ES			
Do	Director, Human Capital and Resource Management.	Vacant		ES			
Do	Deputy Director for Program and Financial Control.	Career Incumbent	CA	ES			
Do	Director, Program and Financial Control	.....do	CA	ES			
Do	Personal and Confidential Assistant to the Under Secretary of Defense (Comptroller).	Lucia Y. Cho	SC	GS	12		
Do	Special Assistant to the Deputy Under Secretary of Defense (Budget and Appropriations Affairs).	Kyong H. Nam	SC	GS	12		
	Office of Assistant Secretary of Defense (Legislative Affairs)						
Do	Assistant Secretary	Elizabeth Lee King	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Eric A. Pierce	NA	ES			
Do	Deputy Assistant Secretary of Defense for Senate Affairs.	Michael John Stella	NA	ES			
Do	Deputy Assistant Secretary of Defense for House Affairs.	Brian S. Morrison	NA	ES			
Do	Director of Operations	Career Incumbent	CA	ES			
Do	Special Assistant for Networks and Information Integration.	Christopher T. Finan	SC	GS	15		
Do	Special Assistant for Acquisition Technology and Logistics.	Jody Bennett	SC	GS	15		
Do	Special Assistant	Iram Ali	SC	GS	15		
Do	Special Assistant for Communications	Loren L. Dealy	SC	GS	14		
Do	Special Assistant	Courtney Ann Littig	SC	GS	14		
Do	.....do	Bethany M. Bassett	SC	GS	13		
Do	.....do	Joseph F. Hicken	SC	GS	13		
Do	.....do	Anna E. Morey	SC	GS	12		
Do	.....do	Jorie M. Feldman	SC	GS	12		
Do	.....do	Brian Andrew Greer	SC	GS	12		
Do	.....do	Mary McVeigh	SC	GS	11		
	Office of Director of Administration and Management						
Do	Director	Career Incumbent	CA	ES			
Do	Director, Washington Headquarters Services/ Deputy Director, Administration and Management.	.....do	CA	ES			
Do	Director for Organizational and Management Planning.	.....do	CA	ES			
Do	Office of the Secretary of Defense Networks Chief Information Officer.	.....do	CA	ES			
Do	Chief Historian	.....do	CA	ES			
Do	Director for Department of Defense Privacy and Civil Liberties.	Michael E. Reheuser	TA	ES			11/11/12
	Washington Headquarters Services						
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Director, Financial Management Directorate	.....do	CA	ES			
Do	General Counsel	.....do	CA	ES			
Do	Director, Executive Services Directorate	.....do	CA	ES			
Do	Director, Enterprise Information Technology Services Directorate.	.....do	CA	ES			
	White House Military Office						
Washington, DC	Director	.....do	CA	ES			
Do	Deputy Director	.....do	CA	ES			
Do	Director Presidential Contingency Programs	.....do	CA	ES			
Do	Staff Assistant	Grace E. Butler	SC	GS	11		
Do	.....do	Jamie E. Eckert	SC	GS	11		
	Defense Fellows						
Arlington, VA	Defense Fellow	Farooq Mitha	SC	GS	12		
Do	.....do	Justo Robles III	SC	GS	11		
Do	.....do	Matthew M. Gula	SC	GS	11		
Do	.....do	Mela L. Norman	SC	GS	9		

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Defense Fellow	Katherine L. Corogenes	SC	GS	9		
	Office of the General Counsel						
Do	General Counsel	Jeh C. Johnson	PAS	EX	IV		
Do	Principal Deputy General Counsel	Robert S. Taylor	NA	ES			
Do	Deputy General Counsel (Fiscal)	Career Incumbent	CA	ES			
Do	Deputy General Counsel (International Affairs).	do	CA	ES			
Do	Deputy General Council (Acquisition and Logistics).	do	CA	ES			
Do	Deputy General Counsel (Personnel and Health Policy).	do	CA	ES			
Do	Deputy General Counsel (Legal Counsel)	Robin E. Jacobsohn	NA	ES			
Do	Deputy General Counsel (Environment and Installations).	Monique Rowtham-Kennedy.	NA	ES			
Do	Director, Standards of Conduct Office	Career Incumbent	CA	ES			
Do	Deputy General Counsel (Legislation)	Alissa M. Starzak	NA	ES			
Do	Attorney-Advisor (General)	Brodi Kemp	SC	GS	15		
	Office of the Department of Defense Chief Information Officer						
Do	Chief Information Officer	Teresa Takai	NA	ES			
Do	Principal Deputy	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer (Cybersecurity).	do	CA	ES			
Do	Director, Planning and Analysis	do	CA	ES			
Do	Director, Spectrum Programs and Policy	Vacant		ES			
Do	Principal Director to the Deputy Assistant Secretary of Defense (Information, Management, Integration and Technology).	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer (Resources and Analysis).	do	CA	ES			
Do	Principal Director (Information Enterprise)	Vacant		ES			
Do	Principal Director (Cybersecurity)	do		ES			
Do	Director, C4 and Information Infrastructure	do		ES			
Do	Director, Planning, Policy and Integration Information Technology Management.	Career Incumbent	CA	ES			
Do	Deputy to the Information Sharing Executive	do	CA	ES			
Do	Deputy to the Assistant Secretary of Defense (Networks and Information Integration)/ DoD Chief Information Officer, International Affairs.	do	CA	ES			
Do	Director, Portfolio Management and Enterprise Infrastructure.	do	CA	ES			
Do	Principal Director (C4 and Information Infrastructure Capabilities).	Vacant		ES			
Do	Principal Director (Resources and Analysis)	Career Incumbent	CA	ES			
Do	Director, Information Technology Investment	do	CA	ES			
	Office of Under Secretary of Defense (Intelligence)						
Do	Under Secretary	Michael G. Vickers	PAS	EX	III		
Do	Principal Deputy Under Secretary	Thomas A. Ferguson	PAS	EX	IV		
	Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics)						
Do	Under Secretary	Frank Kendall	PAS	EX	II		
Do	Principal Deputy Under Secretary	Vacant	PAS	EX	III		
Do	Assistant Secretary of Defense for Research and Engineering.	Zachary J. Lemnios	PAS	EX	IV		
Do	Assistant Secretary of Defense for Operational Energy Plans and Programs.	Sharon E. Burke	PAS	EX	IV		
Do	Assistant Secretary of Defense (Logistics and Materiel Readiness).	Alan F. Estevez	PAS	EX	IV		
Do	Assistant Secretary of Defense (Acquisition)	Katharina G. McFarland	PAS	EX	IV		
Do	Assistant Secretary of Defense (Nuclear, Chemical and Biological Defense).	Andrew C. Weber	PAS	EX	IV		
Do	Director, Small Business Programs	Andre J. Gudger	NA	ES			
Do	Director, International Cooperation	Career Incumbent	CA	ES			
Do	Deputy Under Secretary of Defense (Installations and Environment).	Dorothy Robyn	NA	ES			
Do	Principal Director, Research	Career Incumbent	CA	ES			
Do	Principal Deputy Assistant Secretary of Defense (Logistics and Materiel Readiness).	Vacant		ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Deputy Assistant Secretary of Defense (Command, Control, Communications, Space and Cyber).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Strategic and Tactical Systems).	do	CA	ES			
Do	Director, Systems and Software Engineering	do	CA	ES			
Do	Principal Deputy to the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs.	John R. Harvey	NA	ES			
Do	Deputy Assistant Secretary of Defense (Rapid Fielding).	Earl C. Wyatt	NA	ES			
Do	Deputy Assistant Secretary of Defense (Systems Engineering).	Stephen P. Welby	NA	ES			
Do	Director, Program Assessment and Root Cause Analysis.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Developmental Test and Evaluation)/Director, Test Resource Management Center.	Edward R. Greer	NA	ES			
Do	Deputy Assistant Secretary of Defense (Research).	Louis R. Brothers, Jr.	NA	ES			
Alexandria, VA	President, Defense Acquisition University	Vacant		ES			
Arlington, VA	Director, Office of Economic Adjustment	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Transportation Policy).	Donald C. Stanton	NA	ES			
Do	Principal Assistant Deputy Under Secretary of Defense (Full Spectrum Dominance).	Career Incumbent	CA	ES			
Do	Director, Basing	do	CA	ES			
Do	Director, Facilities Energy and Privatization	do	CA	ES			
Do	Director, Facilities Investment and Management.	do	CA	ES			
Do	Director, Environmental Management	do	CA	ES			
Do	Principal Deputy Director, Test Resource Management Center/Deputy Director, Joint Investment Programs and Policy.	do	CA	ES			
Do	Assistant Deputy Under Secretary of Defense (Installations).	John C. Conger	NA	ES			
Do	Vice President, Defense Acquisition University.	Career Incumbent	CA	ES			
Do	Director, Joint Rapid Acquisition Cell	do	CA	ES			
Do	Director, Installations and Environment Science and Technology.	Vacant		ES			
Do	Deputy Assistant Secretary of Defense (Program Support).	Career Incumbent	CA	ES			
Do	Director, Counter-Terrorism Technology	do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Maintenance Policy and Programs).	do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Materiel Readiness).	do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Threat Reduction and Arms Control).	do	CA	ES			
Do	Principal Deputy Director for Systems Engineering.	do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Supply Chain Integration).	do	CA	ES			
Do	Director, Human Capital Initiatives	Vacant		ES			
Do	Principal Deputy Assistant Secretary of Defense, Operations Energy Plans and Program.	Edward T. Morehouse, Jr.	NA	ES			
Do	Principal Director, Strategic and Tactical Systems and Director, Acquisition and Program Management.	Career Incumbent	CA	ES			
Do	Director, Test Resources	do	CA	ES			
Alexandria, VA	Administrator, Defense Technical Information Center.	do	CA	ES			
Arlington, VA	Director for Basic Research	do	CA	ES			
Do	Deputy Director, Small and Disadvantaged Business Utilization Policy.	do	CA	ES			
Do	Director, Command and Control (C2) Programs.	do	CA	ES			
Do	Deputy Director, Joint Force Integration	do	CA	ES			
Do	Deputy Director, Systems and Software Engineering (Enterprise Development).	do	CA	ES			
Do	Director, Defense Laboratory Programs	do	CA	ES			
Do	Director, Satellite Operations	Vacant		ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Director, Joint Operations Support	Career Incumbent	CA	ES			
Do	Director of Strategy and Operations Integration.	do	CA	ES			
Do	Deputy Director, Systems Engineering (Developmental Test and Evaluation).	Vacant		ES			
Do	Deputy Director, International Negotiations	Career Incumbent	CA	ES			
Do	Deputy Director, Program Operations	do	CA	ES			
Do	Deputy Director, Unmanned Warfare	do	CA	ES			
Do	Deputy Assistant Secretary of Defense (Chemical and Biological Defense).	do	CA	ES			
Do	Deputy Director, Communications and Networks Programs and Policy.	do	CA	ES			
Do	Principal Director, Space and Intelligence	Vacant		ES			
Do	Deputy Director, Industrial Policy	do		ES			
Do	Strategic Coordinator	Career Incumbent	CA	ES			
Do	Assistant Deputy Director, Ground Systems	do	CA	ES			
Do	Special Assistant to the Under Secretary of Defense (Acquisition, Technology and Logistics).	Andrew P. Hunter	NA	ES			
Do	Special Assistant for Science and Technology Communities of Interest.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of Defense (Manufacturing and Industrial Base Policy).	Brett B. Lambert	NA	ES			
Boston, MA	Director, Defense Pricing	Career Incumbent	CA	ES			
Arlington, VA	Deputy Director, Air Warfare	do	CA	ES			
Do	Strategic Advisor, Space and Intelligence	Charles L. Beames	TA	ES			
Do	Special Assistant to the Deputy Assistant Secretary of Defense (Manufacturing and Industrial Base Policy).	Neal J. Orringer	SC	GS	15		
Do	Special Assistant to the Deputy Assistant Secretary of Defense, Manufacturing and Industrial Base Policy.	Ellen Y. Chou	SC	GS	15		
Do	Confidential Assistant	Gail J. Henderson-Wishnefsky.	SC	GS	14		
Do	Special Assistant to the Assistant Secretary of Defense for Operational Energy Plans and Programs.	Tarak N. Shah	SC	GS	13		
Do	Special Assistant to the Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics).	Vishal D. Doshi	SC	GS	12		
Do	Special Assistant to the Assistant to the Secretary of Defense (Nuclear, Chemical and Biological Defense Programs).	Ian W. Grant	SC	GS	12		
	Defense Advanced Research Projects Agency						
Do	Director	Arati Prabhakar	NA	ES			
Do	Comptroller	Career Incumbent	CA	ES			
Do	General Counsel	do	CA	ES			
Do	Special Assistant for Strategy and Planning	do	CA	ES			
Do	Special Assistant, Operations Liaison	do	CA	ES			
Do	Special Assistant, Tactical Analysis	do	CA	ES			
	Office of the Joint Chiefs of Staff						
Do	Director for Joint History	do	CA	ES			
Do	Joint Staff Comptroller	do	CA	ES			
Do	Deputy Director for Strategic Logistics	do	CA	ES			
Do	Vice Director for Force Structure, Resources and Assessment.	do	CA	ES			
Do	Deputy Director for Force Management	do	CA	ES			
Do	Principal Deputy Director for Strategic Plans and Policy.	do	CA	ES			
Do	Deputy Director for Strategic Stability	do	CA	ES			
Do	Civilian Executive Assistant	Kristen Cicio	SC	GS	14		
Do	Staff Assistant	Mary Turner	SC	GS	14		
	Missile Defense Agency						
Do	Executive Director	Career Incumbent	CA	ES			
Washington, DC	Deputy for International Affairs	do	CA	ES			
Huntsville, AL	Program Director, Ballistic Missile Defense Sensors.	do	CA	ES			
Arlington, VA	Deputy Program Director, Aegis Ballistic Missile Defense.	Vacant		ES			
Do	General Counsel, Missile Defense Agency	do		ES			
Huntsville, AL	Deputy Director for Test	Career Incumbent	CA	ES			
Fort Belvoir, VA	Comptroller/Chief Financial Officer	do	CA	ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Director, Security/Intelligence Operations	Vacant		ES			
Auburn, AL	Director, Contracting	do		ES			
	Defense Contract Audit Agency						
Alexandria, VA	General Counsel	Career Incumbent	CA	ES			
	Defense Human Resources Activity						
Arlington, VA	Director	do	CA	ES			
Rosslyn, VA	Director, Interagency Program Office, Department of Defense/Veteran Affairs.	do	CA	ES			
Arlington, VA	Executive Director, Employer Support of the Guard and Reserve.	do	CA	ES			
Do	Director, Federal Voting Assistance Program	do	CA	ES			
Do	Executive Director, Enterprise HR Information Systems.	Vacant		ES			
Do	Deputy Director, Transition to Veterans Program Office.	Career Incumbent	CA	ES			
	Defense Contract Management Agency						
Fort Lee, VA	Executive Director, Engineering and Analysis	do	CA	ES			
Arlington, VA	Defense Acquisition Regulations Counsel	do	CA	ES			
	Defense Information Systems Agency						
Do	General Counsel	do	CA	ES			
	Defense Threat Reduction Agency						
Fort Belvoir, VA	Director	Kenneth A. Myers III	NA	ES			
Do	General Counsel	Career Incumbent	CA	ES			
	Defense Security Cooperation Agency						
Arlington, VA	Deputy Director	do	CA	ES			
Do	Principal Director for Operations	do	CA	ES			
Do	Principal Director, Business Operations	do	CA	ES			
Do	Principal Director for Programs	Vacant		ES			
Do	Foreign Relations Defense Policy Manager (Principal Director for Strategy).	Career Incumbent	CA	ES			
	Defense Finance and Accounting Service						
Alexandria, VA	Director	do	CA	ES			
Do	Principal Deputy Director	do	CA	ES			
Whitehall, OH	Deputy Director for Operations	do	CA	ES			
Do	Deputy Director, Strategy and Support	do	CA	ES			
Fort Ben Harrison, IN.	Director, Audit Readiness Office	do	CA	ES			
Do	Site Director - Indianapolis	do	CA	ES			
Cleveland, OH	Site Director - Cleveland	do	CA	ES			
Whitehall, OH	Site Director - Columbus	do	CA	ES			
Alexandria, VA	Director, Information and Technology	do	CA	ES			
Do	Director for Internal Review	do	CA	ES			
Do	General Counsel	do	CA	ES			
Whitehall, OH	Director for Enterprise Solutions and Standards.	do	CA	ES			
Fort Ben Harrison, IN.	Director, Enterprise Management Services	Vacant		ES			
Do	Director, Strategy, Policy, and Requirements	Career Incumbent	CA	ES			
Do	Deputy Site Director - Indianapolis	Vacant		ES			
Whitehall, OH	Deputy Site Director - Cleveland	do		ES			
Do	Deputy Site Director - Columbus	Career Incumbent	CA	ES			
Rome, NY	Site Director - Rome	do	CA	ES			
Fort Ben Harrison, IN.	Deputy Director for Compliance	Vacant		ES			
Alexandria, VA	Deputy Director for Information and Technology.	Career Incumbent	CA	ES			
Fort Ben Harrison, IN.	Deputy Director for Standards	do	CA	ES			
Whitehall, OH	Director, Systems	do	CA	ES			
Fort Ben Harrison, IN.	Chief Financial Officer	do	CA	ES			
	Defense Commissary Agency						
Arlington, VA	Deputy Director/Chief Operating Officer	Vacant		ES			
Fort Lee, VA	Executive Director, Store Operations Group	Career Incumbent	CA	ES			
Do	Executive Director, Sales, Marketing and Policy Group.	do	CA	ES			
Germany	Executive Director, Infrastructure Support Group.	do	CA	ES			

DEPARTMENT OF DEFENSE—Continued

OFFICE OF THE SECRETARY OF DEFENSE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DEPUTY CHIEF MANAGEMENT OFFICER						
Arlington, VA	Deputy Chief Management Officer	Elizabeth A. McGrath	PAS	EX	III		
Do	Assistant Deputy Chief Management Officer	Career Incumbent	CA	ES			
Do	Director, Technology, Innovation and Engineering.	do	CA	ES			
Do	Director, Strategic Management and Performance.	Vacant		ES			
Do	Director, Investment and Acquisition Management.	Career Incumbent	CA	ES			
Do	Director, Business Integration	do	CA	ES			

OFFICE OF THE SECRETARY OF DEFENSE OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Alexandria, VA	Inspector General	Vacant	PAS	EX	IV		
	OFFICE OF THE INSPECTOR GENERAL						
Do	Chief of Staff	Career Incumbent	CA	ES			
Philadelphia, PA	Special Deputy Inspector General Southwest Asia.	Joseph T. McDermott	TA	ES			10/11/12

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE AIR FORCE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Arlington, VA	Secretary of the Air Force	Michael B. Donley	PAS	EX	II		
Do	Special Assistant	Nicholas D. Wilson	SC	GS	13		
Do	Executive Speechwriter	Lara M. Battles	SC	GS	15		
	Office of the Under Secretary						
Do	Under Secretary of the Air Force	Vacant	PAS	EX	IV		
Do	Special Assistant	Rudolph C. Barnes III	NA	ES			
Do	.....do	Averyl E. H Bailey	SC	GS	15		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Charles A. Blanchard	PAS	EX	IV		
Do	Deputy General Counsel (Fiscal Ethics and Civilian Personnel).	Career Incumbent	CA	ES			
Do	Deputy General Counsel (National Security and Military Affairs).	.....do	CA	ES			
Do	Deputy General Counsel (Contractor Responsibility).	Vacant		ES			
Washington, DC	Special Assistant	James A. Cadogan	SC	GS	14		
Do	Deputy General Counsel (International Affairs).	Career Incumbent	CA	ES			
Do	Principal Deputy General Counsel	.....do	CA	ES			
Do	Deputy General Counsel (Installations and Environmental Law).	.....do	CA	ES			
Do	Deputy General Counsel (Acquisition)	.....do	CA	ES			
	OFFICE OF ASSISTANT SECRETARY AIR FORCE FOR FINANCIAL MANAGEMENT AND COMPTROLLER						
Arlington, VA	Assistant Secretary (Financial Management and Comptroller).	Jamie M. Morin	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary (Financial Management).	Career Incumbent	CA	ES			
	OFFICE OF ASSISTANT SECRETARY AIR FORCE FOR ACQUISITION						
Do	Assistant Secretary of the Air Force (Acquisition).	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary (Acquisition and Management).	.....do		ES			
	OFFICE OF ASSISTANT SECRETARY OF THE AIR FORCE FOR MANPOWER AND RESERVE AFFAIRS						
Do	Assistant Secretary of the Air Force	Daniel R. Ginsberg	PAS	EX	IV		
Do	Special Assistant	Edmundo A. Gonzales	NA	ES			
Washington, DC	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Arlington, VA	Deputy Assistant Secretary for Strategic Diversity Integration.	Jarris L. Taylor, Jr.	NA	ES			
Washington, DC	Deputy Assistant Secretary for Force Management and Integration.	Career Incumbent	CA	ES			
	Office Deputy Assistant Secretary Reserve Affairs						
Arlington, VA	Deputy Assistant Secretary	.....do	CA	ES			
	OFFICE OF ASSISTANT SECRETARY AIR FORCE, INSTALLATIONS, ENVIRONMENT, AND LOGISTICS						
Do	Assistant Secretary	Terry A. Yonkers	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary (Energy, Environment, Safety and Occupational Health).	.....do	CA	ES			
Do	Special Assistant	Camron Gorguinpour	SC	GS	14		
Do	.....do	Lach R. Litwer	SC	GS	14		

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE ARMY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY OF THE ARMY						
Arlington, VA	Secretary	John M. McHugh	PAS	EX	II		
Do	Special Assistant	Anne R. LeMay	NA	ES			
Washington, DC	Director, District of Columbia National Guard	Errol R. Schwartz	NA	ES			
Do	Deputy Director, District of Columbia National Guard.	Renwick L. Payne	NA	ES			
Arlington, VA	Personal and Confidential Assistant	Kathleen M. Cox	SC	GS	14		
	OFFICE OF THE UNDER SECRETARY OF THE ARMY						
Do	Under Secretary of the Army	Joseph W. Westphal	PAS	EX	III		
Do	Special Assistant to the Chief Management Officer.	James D. Mowrer	SC	GS	14		
	Office of Small Business Programs						
Do	Director	Career Incumbent	CA	ES			
	OFFICE OF THE DEPUTY UNDER SECRETARY OF THE ARMY						
Do	Deputy Under Secretary of the Army	Thomas E. Hawley	NA	ES			
Do	Director, Institutional Army Transformation Commission.	Leonard W. Braverman	TA	ES			02/11/15
Do	Special Assistant	Justin S. Rubin	SC	GS	15		
	OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (ACQUISITION, LOGISTICS AND TECHNOLOGY)						
Do	Assistant Secretary of the Army	Heidi Shyu	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary of the Army.	Vacant		ES			
Do	Special Assistant	Gabriel O. Camarillo	SC	GS	15		
Do	....do	Amanda Renae Simpson	SC	GS	15		
	OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (CIVIL WORKS)						
Do	Assistant Secretary of the Army	Jo-Ellen Darcy	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary of the Army (Civil Works) / Deputy Assistant Secretary of the Army (Legislation).	Terrence C. Salt	NA	ES			
Do	Deputy Assistant Secretary of the Army (Project Planning and Review).	Career Incumbent	CA	ES			
Do	Special Assistant to the Assistant Secretary of the Army (Civil Works).	Moira L. Kelley	SC	GS	13		
Do	Special Assistant to the Principal Deputy Assistant Secretary of the Army (Civil Works).	Arnab Raychaudhuri	SC	GS	12		
	OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (FINANCIAL MANAGEMENT AND COMPTROLLER)						
Do	Assistant Secretary of the Army	Mary Sally Matiella	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary of the Army (Financial Management and Comptroller)/(Controls).	Robert M. Speer	NA	ES			
Do	Special Assistant to the Assistant Secretary of the Army (Financial Management and Comptroller).	Ryan P. McDermott	SC	GS	14		
	OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (INSTALLATIONS, ENERGY AND ENVIRONMENT)						
Do	Assistant Secretary of the Army	Katherine G. Hammack	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary of the Army.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of the Army (Installations, Housing and Partnership).	Vacant		ES			
Do	Deputy Assistant Secretary of the Army (Energy and Sustainability).	Career Incumbent	CA	ES			
Do	Special Advisor to the Assistant Secretary of the Army (Installations, Energy and Environment).	Lauren R. Bregman	SC	GS	14		

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE ARMY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)						
Arlington, VA	Assistant Secretary of the Army	Thomas R. Lamont	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary of the Army.	Career Incumbent	CA	ES			
Washington, DC	Special Assistant to the Assistant Secretary of the Army.	Jason W. Forrester	SC	GS	15		
	OFFICE OF THE GENERAL COUNSEL						
Arlington, VA	General Counsel	Brad R. Carson	PAS	EX	IV		
Do	Principal Deputy General Counsel/Chief of Legal Services.	Vacant		ES			
Do	Deputy General Counsel (Acquisition)	Career Incumbent	CA	ES			
Do	Deputy General Counsel (Operations and Personnel).	do	CA	ES			
Do	Deputy General Counsel (Civil Works and Environment).	do	CA	ES			
Do	Deputy General Counsel (Ethics and Fiscal)	do	CA	ES			
Do	Special Assistant to the General Counsel	Yvette K. W. Bourcicot	SC	GS	15		
	OFFICE OF THE LEGISLATIVE LIAISON						
Do	Principal Deputy Chief of Legislative Liaison	Career Incumbent	CA	ES			
	OFFICE OF THE CHIEF OF STAFF						
Do	Director of Management/Vice Director of the Army Staff.	do	CA	ES			
	U.S. Army Test and Evaluation Command						
Falls Church, VA	Executive Technical Director/Deputy to the Commander.	do	CA	ES			
	U.S. Army Installation Management Command						
Fort Sam Houston, TX.	Advisor, Public Works and Logistics (IMCOM).	Gregory S. Kuhr	TA	ES			09/10/14
	OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1						
Aberdeen Proving Ground, MD.	Director, Civilian Human Resource Agency	Career Incumbent	CA	ES			
	OFFICE OF THE DEPUTY CHIEF OF STAFF, G-4						
Arlington, VA	Director of Program Development	Vacant		ES			
	OFFICE OF THE DEPUTY CHIEF OF STAFF, G-8						
Do	Deputy Director, Program Analysis and Evaluation Directorate.	Career Incumbent	CA	ES			
	Center for Army Analysis						
Fort Belvoir, VA	Director	do	CA	ES			
Do	Technical Director	Vacant		ES			
	OFFICE OF THE JUDGE ADVOCATE GENERAL						
Arlington, VA	Director, Civilian Personnel, Labor and Employment Law.	Career Incumbent	CA	ES			
	UNITED STATES ARMY MATERIEL COMMAND						
	Office of the Command Counsel						
Redstone Arsenal, AL.	Command Counsel	Career Incumbent	CA	ES			
Do	Deputy Command Counsel	do	CA	ES			
	United States Army Sustainment Command						
Rock Island, IL	Chief Counsel	do	CA	ES			
	United States Army Communications Electronic Command						
Ft. Monmouth, NJ	Chief Counsel	do	CA	ES			

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE ARMY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	United States Army Aviation and Missile Command						
Redstone Arsenal, AL.	Chief Counsel	Career Incumbent	CA	ES			
	Tank-Automotive and Armaments Command						
Warren, MI	Chief Counsel	do	CA	ES			
	UNITED STATES ARMY CORPS OF ENGINEERS						
Washington, DC	Chief Counsel	do	CA	ES			
Do	Deputy Chief Counsel	Vacant		ES			
Winchester, VA	Contingency Regional Business Director	Donn L. Booker	TA	ES			04/21/15
	U.S. ARMY TRAINING AND DOCTRINE COMMAND						
Fort Leonard Wood, MO.	Deputy to the Commanding General Maneuver Support/Director, Capabilities Development and Integration.	Career Incumbent	CA	ES			
	NORTH ATLANTIC TREATY ORGANIZATION						
Brussels, Belgium	Director, Defense Operations and Plans	do	CA	ES			
Do	Administrative Advisor to the United States Ambassador to North Atlantic Treaty Organization (NATO).	do	CA	ES			
Do	Director, Infrastructure Logistics and Civil Emergency Planning Division.	do	CA	ES			
Do	Managing Director, Defense Armaments, Communications Electronics and Investments Division.	do	CA	ES			
Rome, Italy	Special Advisor to NATO Defense College	Richard D. Hooker, Jr.	TA	ES			08/29/13
	UNITED STATES EUROPEAN COMMAND						
Stuttgart, Germany	J8/Deputy Director for Capabilities and Assessments.	Vacant		ES			

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE NAVY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Arlington, VA	Secretary	Raymond E. Mabus	PAS	EX	II		
Do	Principal Deputy Chief Information Officer	Career Incumbent	CA	ES			
Do	Special Assistant	Thomas P. Oppel	TA	ES			06/19/13
Do	.....do	Jennifer L. Scarbrough	SC	GS	13		
Do	Special Advisor	Kate E. Brandt	SC	GS	13		
	Office of the Under Secretary of the Navy						
Do	Under Secretary	Robert O. Work	PAS	EX	III		
Washington, DC	Director, Small Business Programs	Career Incumbent	CA	ES			
Do	Deputy Under Secretary of the Navy	Robert C. Martinage	NA	ES			
Arlington, VA	Deputy Under Secretary of the Navy/Deputy Chief Management Officer.	Eric Fanning	NA	ES			
Washington, DC	Residential Manager and Social Secretary of the Vice President.	Carlos E. Elizondo	SC	GS	14		
Do	Director, Strategic Communications	Susan P. Lagana	SC	GS	15		
Arlington, VA	Special Assistant	Reema S. Shocair Ali	SC	GS	13		
Do	.....do	Seamus P. Ahern	SC	GS	12		
	Office of the Assistant Secretary of Navy (Manpower and Reserve Affairs)						
Do	Assistant Secretary	Juan M. Garcia	PAS	EX	IV		
Do	Deputy Assistant Secretary (Military Manpower and Personnel).	Career Incumbent	CA	ES			
Do	Special Assistant	Veronica M. Valdez	SC	GS	13		
Do	Deputy Assistant Secretary (Reserve Affairs and Total Force Integration).	Career Incumbent	CA	ES			
	Office of the Assistant Secretary of Navy (Energy, Installations and Environment)						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary (Environment)	Career Incumbent	CA	ES			
Washington, DC	Deputy Assistant Secretary (Safety)	.....do	CA	ES			
Arlington, VA	Principal Deputy Assistant Secretary	Roger Natsuhara	NA	ES			
Do	Special Assistant	Ryan P. Hilley	SC	GS	14		
	Office Assistant Secretary of the Navy (Research, Development and Acquisition)						
Do	Assistant Secretary of the Navy	Sean J. Stackley	PAS	EX	IV		
Do	Director, Technology Security and Cooperative Programs Directorate.	Career Incumbent	CA	ES			
Washington, DC	Deputy Assistant Secretary, Research Development and Acquisition (Expeditionary Warfare).	Brian R. Detter	NA	ES			
Arlington, VA	Deputy Assistant Secretary (Air Programs)	Career Incumbent	CA	ES			
Do	Special Assistant	David P. Gearey	SC	GS	15		
	Office of the Assistant Secretary of Navy (Financial Management and Comptroller)						
Do	Assistant Secretary	Gladys L. Commons	PAS	EX	IV		
	Office of the General Counsel						
Do	General Counsel	Paul L. Oostburg Sanz	PAS	EX	IV		
Washington, DC	Principal Deputy General Counsel	Career Incumbent	CA	ES			
Do	Associate General Counsel (Litigation) and Director, Navy Litigation Office.	.....do	CA	ES			
Do	Deputy General Counsel	.....do	CA	ES			
Arlington, VA	Special Assistant	Taylor N. Ferrell	SC	GS	15		
	CHIEF OF NAVAL OPERATIONS						
Do	Director, Training and Education Division	.....do	CA	ES			
Arlington, VA	Deputy Director, Warfare Integration	.....do	CA	ES			
Washington, DC	Director, Shore Readiness Division	Vacant	.....	ES			
	Naval Observatory						
Do	Scientific Director	Career Incumbent	CA	ES			
	Office of the Commander, United States Pacific Command						
Camp H.M. Smith M Corp B, HI.	Director, Center of Excellence	Vacant	.....	ES			
Do	Director, Pacific Outreach	Career Incumbent	CA	ES			
	U.S. Fleet Cyber Command/U.S. Tenth Fleet						
Fort Meade, MD	Chief Information Officer	.....do	CA	ES			

DEPARTMENT OF DEFENSE—Continued

DEPARTMENT OF THE NAVY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	UNITED STATES MARINE CORPS HEADQUARTERS OFFICE						
Washington, DC	Director, Plans, Policies and Operations	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director, Command, Control, Communication, and Computers/Deputy Chief Information Officer-Marine Corps.	Vacant	.....	ES	.....	.....	
Quantico, VA	Assistant Deputy Commandant for Aviation (Sustainment).	.....do	.....	ES	.....	.....	
Norfolk, VA	Executive Director, Marine Forces Command	Career Incumbent	CA	ES	.....	.....	
	Marine Forces Pacific, Hawaii						
Hawaii, HI	Executive Director	.....do	CA	ES	.....	.....	
	MARINE CORPS SYSTEMS COMMAND						
	Marine Corps Combat Development Command; Quantico, Virginia						
Quantico, VA	Executive Deputy, Training and Education Command.	Career Incumbent	CA	ES	.....	.....	
	Marine Forces Reserve, New Orleans, La						
New Orleans, LA ...	Executive Director	Vacant	.....	ES	.....	.....	

DEPARTMENT OF EDUCATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Arne Duncan	PAS	EX	I		
Do	Director, International Affairs and Senior Advisor.	Career Incumbent	CA	ES			
Do	Director, Executive Secretariat	.....do	CA	ES			
Do	Senior Advisor	Jo Anderson, Jr.	NA	ES			
Do	Director, Educational Technology	Karen Elise Cator	NA	ES			
Do	Chief of Staff	Joanne S. Weiss	NA	ES			
Do	Director, Executive Management Staff	Career Incumbent	CA	ES			
Do	Special Assistant	Rayna M. Aylward	SC	GS	15		
Do	Special Assistant for College Access	Gregory M. Darnieder	SC	GS	15		
Do	Deputy Chief of Staff	Eric W. Waldo	SC	GS	15		
Do	Special Assistant	Tia D. Borders	SC	GS	14		
Do	.....do	Steven Richard Hicks	SC	GS	13		
Do	.....do	Donald Yoon Yu	SC	GS	15		
Do	Confidential Assistant	Tyler Rodgers	SC	GS	9		
Do	Executive Assistant	Maribel Duran	SC	GS	14		
Do	Deputy Chief of Staff for Operations and Strategy.	Tyra M. Newell	SC	GS	15		
Do	Confidential Assistant	Frankie A. Martinez	SC	GS	12		
Do	Confidential Assistant (Protocol)	Cathy I. Del Duca	SC	GS	11		
Do	Special Assistant	Stephen M. Midgley	SC	GS	15		
Do	Deputy White House Liaison	Margaret C. Olmos	SC	GS	14		
Do	Confidential Assistant	Samuel Salk	SC	GS	12		
Do	Special Assistant	Jon Carl O'Bergh	SC	GS	14		
Do	.....do	Hillary Anne Liepa	SC	GS	13		
Do	.....do	William O. Jawando	SC	GS	14		
Do	Confidential Assistant	Isabel L. Shelton	SC	GS	11		
Do	Director, White House Liaison	Samuel H. Myers	SC	GS	15		
Do	Special Advisor	Mary Susan Andersen	SC	GS	15		
Do	Confidential Assistant	Hannah S. Hawley	SC	GS	11		
Do	.....do	Angelica Z. Annino	SC	GS	11		
Do	Director, Strategic Partnerships	Suzanne C. Immerman	SC	GS	15		
Do	Special Assistant	Richard Culatta	SC	SL			
	Office of the Deputy Secretary						
Do	Deputy Secretary	Anthony Miller	PAS	EX	II		
Do	Director, Technical Assistance and Support	Matthew D. Gandal	NA	ES			
Do	Chief Administrative Officer	Vacant		ES			
Do	Senior Advisor for Policy and Programs	Career Incumbent	CA	ES			
Do	Senior Advisor	.....do	CA	ES			
Do	Director, Policy and Program Implementation, ISU.	Antonia Whalen	NA	ES			
Do	Confidential Assistant	Courtney Taylor Weisman	SC	GS	11		
Do	Risk Management Service	Career Incumbent	CA	ES			
Do	Special Assistant	Ajita R. Talwalker	SC	GS	14		
Do	.....do	Marisa White Bold	SC	GS	15		
Do	Confidential Assistant	Aalok Kanani	SC	GS	9		
Do	.....do	Shannon Kane Winters	SC	GS	12		
Do	Senior Advisor, Risk Management Service	Career Incumbent	CA	ES			
Do	Confidential Assistant	Joshua William Pollack	SC	GS	11		
	Office of the Under Secretary						
Do	Under Secretary	Martha Kanter	PAS	EX	III		
Do	Deputy Under Secretary	Georgia Yuan	NA	ES			
Do	Special Assistant	Michael William Robbins	SC	GS	14		
Do	.....do	Kenneth B. Bedell	SC	GS	14		
Do	Deputy Director, White House Initiative on Educational Excellence for Hispanic Americans.	Marco Antonio Davis	SC	GS	15		
Do	Executive Director, White House Initiative on Asian Americans and Pacific Islanders.	Kiran A. Ahuja	SC	GS	15		
Do	Director, White House Initiative on American Indian and Alaskan Native Education.	William Martin Mendoza	SC	GS	15		
Do	Special Assistant	John Poole Brown, Jr.	SC	GS	15		
Do	Director, White House Initiative on Educational Excellence for Hispanic Americans.	Jose A. Rico	SC	GS	15		
Do	Director, White House Initiative on Historically Black Colleges and Universities.	John Silvanus Wilson, Jr.	SC	GS	15		
Do	Director, Faith-Based and Neighborhood Partnerships.	Brenda M. Girton-Mitchell	SC	GS	15		
Do	Confidential Assistant	Tenicka Boyd	SC	GS	12		
Do	Special Assistant	Audrey Ying Buehring	SC	GS	13		
Do	.....do	Hal W. Plotkin	SC	GS	15		
Do	Confidential Assistant	Alexander David Sanchez	SC	GS	9		
Do	Chief of Staff	Alejandra O. Ceja	SC	GS	15		

DEPARTMENT OF EDUCATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of the Chief Financial Officer						
Washington, DC	Chief Financial Officer	Vacant	PAS	EX	IV		
Do	Director, Financial Management Operations	Career Incumbent	CA	ES			
	Office of the Chief Information Officer						
Do	Deputy Chief Information Officer	.....do	CA	ES			
Do	Director, Information Technology Services	.....do	CA	ES			
Do	Director, Financial Systems Operations	.....do	CA	ES			
Do	Director, Information Assurance and Chief Information Security Officer.	Vacant		ES			
Do	Director, Information Technology and Program Services.	Career Incumbent	CA	ES			
	Office of Management						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Chief Privacy Officer	.....do	CA	ES			
Do	Director, Security Services	Vacant		ES			
	Office of the General Counsel						
Do	General Counsel	.....do	PAS	EX	IV		
Do	Deputy General Counsel for Ethics, Regulatory and Legislative Services.	Career Incumbent	CA	ES			
Do	Deputy General Counsel for Program Service	.....do	CA	ES			
Do	Deputy General Counsel for Postsecondary and Regulatory Service.	Vacant		ES			
Do	Assistant General Counsel for Legislative Counsel Division.	Career Incumbent	CA	ES			
Do	Assistant General Counsel, Ethics	.....do	CA	ES			
Do	Assistant General Counsel	.....do	CA	ES			
Do	Special Assistant	Jay D. Chen	SC	GS	13		
Do	Confidential Assistant	Kyle C. Flood	SC	GS	9		
Do	Chief of Staff	Lauren Nicole Thompson	SC	GS	15		
Do	Special Counsel	Laura Kate Ginns	SC	GS	15		
Do	.....do	Louis Luke Glisan	SC	GS	15		
Do	Senior Counsel	Julie Miceli	SC	GS	15		
Do	Deputy General Counsel for Accountability	Etson Franklyn Duporte	SC	GS	15		
	Office of Legislation and Congressional Affairs						
Do	Assistant Secretary	Gabriella Gomez	PAS	EX	IV		
Do	Confidential Assistant	Aketa Simmons	SC	GS	12		
Do	Deputy Assistant Secretary	Julius L. Horwich	SC	GS	15		
Do	Confidential Assistant	Kristen Liguori Adams	SC	GS	12		
Do	Chief of Staff	Ruthanne Louise Buck	SC	GS	15		
Do	Confidential Assistant	Lorenzo Antonio Rodriguez-Olvera.	SC	GS	9		
Do	Director, Strategic Outreach	William C. Ragland	SC	GS	13		
Do	Deputy Assistant Secretary	Jodie M. Fingland	SC	GS	15		
	Office for Civil Rights						
Do	Assistant Secretary	Russlynn Ali	PAS	EX	IV		
Do	Enforcement Director	Vacant		ES			
Do	.....do	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Enforcement	.....do	CA	ES			
Do	Principal Deputy Assistant Secretary	Vacant		ES			
Do	Deputy Assistant Secretary for Policy	Seth M. Galanter	NA	ES			
Do	Special Assistant	Michael G. Lamb	SC	GS	13		
Do	Senior Counsel	Robert Kim	SC	GS	15		
Do	Confidential Assistant	Andrew James Amore	SC	GS	12		
Do	Senior Counsel	Gabriel A. Sandoval	SC	GS	15		
Do	Enforcement Director	Vacant		ES			
Do	Senior Counsel	John K. Dipaolo	SC	GS	15		
	Office of Elementary and Secondary Education						
Do	Assistant Secretary	Deborah S. Delisle	PAS	EX	IV		
Do	Director, Student Achievement and School Accountability.	Vacant		ES			
Do	Deputy Assistant Secretary for Management and Planning.	Career Incumbent	CA	ES			
Do	Special Assistant	Elizabeth Grant	SC	GS	14		
Do	Confidential Assistant	Alexis S. Barrett	SC	GS	12		
Do	Special Assistant	Steven Russell Means	SC	GS	15		
Do	Deputy Assistant Secretary for Policy and Early Learning.	Jacqueline Jones	SC	GS	15		
Do	Confidential Assistant	Margarita Rivas	SC	GS	11		

DEPARTMENT OF EDUCATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary for Policy and School Turnaround.	Jason T. Snyder	SC	GS	15		
Do	Confidential Assistant	Michael E. Itzkowitz	SC	GS	12		
Do	.....do	Kristen C. Harper	SC	GS	12		
Do	Special Assistant	Steven J. Robinson	SC	GS	14		
Do	Deputy Assistant Secretary for Policy and Program Coordination.	Michael Keith Yudin	SC	GS	15		
Do	Special Assistant	Laura Magali Jimenez	SC	GS	13		
	Office of English Language Acquisition, Language Enhancement, and Academic Achievement for Limited English Proficient Students						
Do	Assistant Deputy Secretary and Director, Office of English Language Acquisition.	Rosalinda B. Barrera	NA	ES			
Do	Deputy Director	Joanne H. Urrutia	SC	GS	15		
	Office of Postsecondary Education						
Do	Assistant Secretary	Eduardo M. Ochoa	PAS	EX	IV		
Do	Deputy Assistant Secretary, Policy Planning and Innovation.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary, Higher Education Programs.	Debra Saunders-White	NA	ES			
Do	Director, State Service	Career Incumbent	CA	ES			
Do	Director, Institutional Service	.....do	CA	ES			
Do	Confidential Assistant	Julie A. Heinz	SC	GS	12		
Do	.....do	Carmine Perrotti, Jr.	SC	GS	9		
	Office of Special Education and Rehabilitative Services						
Do	Assistant Secretary	Alexa E. Posny	PAS	EX	IV		
Do	Commissioner, Rehabilitation Services Administration.	Vacant	PAS	EX	V		
Do	Director, Special Education Programs	Melody Musgrove	NA	ES			
Do	Deputy Director, National Institute on Disability and Rehabilitative Research.	Vacant		ES			
Do	Executive Administrator	Career Incumbent	CA	ES			
Do	Deputy Director, Office of Special Education Programs.	.....do	CA	ES			
Do	Director, National Institute Disability Rehabilitative Research.	K. Charles Lakin	NA	ES			
Do	Deputy Commissioner, Rehabilitation Services Administration.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary, Special Education and Rehabilitative Services.	Sue Ellen Swenson	NA	ES			
Do	Confidential Assistant	Alexis M. Perlmutter	SC	GS	11		
Do	Special Assistant	Vicki L. Myers	SC	GS	14		
	Office of Vocational and Adult Education						
Do	Assistant Secretary	Brenda Dann-Messier	PAS	EX	IV		
Do	Senior Advisor for Special Initiatives	Career Incumbent	CA	ES			
Do	Confidential Assistant	W. Cyrus Garrett	SC	GS	11		
Do	Special Assistant	Sue Yee Liu	SC	GS	14		
Do	Deputy Assistant Secretary, Policy and Strategic Initiatives.	Johan E. Uvin	SC	GS	15		
Do	Confidential Assistant	Russella L. Davis	SC	GS	9		
Do	Special Assistant	Adrienne E. Will	SC	GS	13		
	Institute of Education Sciences						
Do	Commissioner of Education Statistics	Sean P. Buckley	PAS	EX	II		
Do	Director	John Q. Easton	PA	EX	II		
Do	Associate Commissioner for Evaluation	Career Incumbent	CA	ES			
Do	Deputy Director, Administration and Policy	.....do	CA	ES			
Do	Commissioner for Education Evaluation and Regional Assistance.	Vacant	XS	AD			
Do	Commissioner for Education Research	.....do	XS	AD			
	Federal Student Aid						
Do	Chief of Staff	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer	.....do	CA	ES			
Do	Director, Budget Group	.....do	CA	ES			
Do	Director, Internal Review	Vacant		ES			
Do	Director, Policy Liaison and Implementation Staff.	Career Incumbent	CA	ES			
Do	Director, Financial Management Systems Group.	.....do	CA	ES			
Do	Director, Financial Management Group	.....do	CA	ES			

DEPARTMENT OF EDUCATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Strategic Planning and Reporting Group.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Chief Operating Officer	Vacant	.....	ES	.....	.....	
	Office of Innovation and Improvement						
Do	Assistant Deputy Secretary	James H. Shelton	NA	ES	.....	.....	
Do	Associate Assistant Deputy Secretary for Programs.	Career Incumbent	CA	ES	.....	.....	
Do	Special Assistant	Nancy Poon Lue	SC	GS	15	.....	
Do	Chief of Staff	Nia A. Phillips	SC	GS	15	.....	
Do	Confidential Assistant	Kathleen E. Herbek	SC	GS	12	.....	
Do	Associate Assistant Deputy Secretary	Nadya Chinoy Dabby	SC	GS	15	.....	
Do	Director for Special Initiatives	Shivam M. Shah	SC	GS	15	.....	
Do	Confidential Assistant	Alise D. Marshall	SC	GS	11	.....	
Do	Special Assistant	Jefferson D. Pestronk	SC	GS	15	.....	
	Office of Planning, Evaluation and Policy Development						
Do	Assistant Secretary	Carmel Martin	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Denise Michelle Forte	NA	ES	.....	.....	
Do	Director, Budget Service	Career Incumbent	CA	ES	.....	.....	
Do	Director, Cost Estimation and Analysis Division.	.....do	CA	ES	.....	.....	
Do	Director, Special Education, Rehabilitation, and Research Analysis Division.	.....do	CA	ES	.....	.....	
Do	Director, Policy and Program Studies Service	Vacant	.....	ES	.....	.....	
Do	Director, Elementary, Secondary, and Vocational Analysis Division.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Budget Execution and Administration Analysis Division.	.....do	CA	ES	.....	.....	
Do	Director, Performance Information Management Service.	.....do	CA	ES	.....	.....	
Do	Special Assistant	Charles Jeffrey Appel	SC	GS	15	.....	
Do	.....do	Heather A. Rieman	SC	GS	14	.....	
Do	Confidential Assistant	Manuel Buenrostro	SC	GS	12	.....	
Do	.....do	Benjamin L. Miller	SC	GS	12	.....	
Do	.....do	Chad Michael Aldeman	SC	GS	12	.....	
Do	Chief of Staff	Melanie M. Muenzer	SC	GS	15	.....	
Do	Special Assistant	Sherry Orbach	SC	GS	14	.....	
Do	Deputy Assistant Secretary for Planning and Policy Development.	Melanie Lyn Anderson	SC	GS	15	.....	
	Office of Communications and Outreach						
Do	Assistant Secretary	Peter Cunningham	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary for Communication Services.	Career Incumbent	CA	ES	.....	.....	
Do	Confidential Assistant	Elizabeth E. Utrup	SC	GS	12	.....	
Do	.....do	Jacqueline Cortez Wang	SC	GS	12	.....	
Do	.....do	Stephanie R. Sprow	SC	GS	11	.....	
Do	Press Secretary for Strategic Communications	Justin Hamilton	SC	GS	15	.....	
Do	Deputy Assistant Secretary for External Affairs and Outreach Services.	Massie E. Ritsch	SC	GS	15	.....	
Do	Deputy Assistant Secretary for Communication Development.	David J. Hoff	SC	GS	15	.....	
Do	Special Assistant	Timothy J. Tuten	SC	GS	14	.....	
Do	Deputy Press Secretary	Daren Kent Briscoe	SC	GS	15	.....	
Do	Special Assistant	Cameron H. Brenchley	SC	GS	13	.....	
Do	Deputy Assistant Secretary for Rural Outreach.	John L. White	SC	GS	15	.....	
Do	Deputy Assistant Secretary for Intergovernmental Affairs.	Stacey E. Jordan	SC	GS	15	.....	
Do	Confidential Assistant	Philip M. Martin	SC	GS	12	.....	
Do	Special Assistant	Betsy A. Shelton	SC	GS	14	.....	
Do	.....do	Kimberly R. Morton	SC	GS	13	.....	
Do	.....do	David Whitman	SC	GS	15	.....	
Do	Confidential Assistant	Edward L. Lee	SC	GS	11	.....	

DEPARTMENT OF EDUCATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Kathleen S. Tighe	PAS	EX	IV	.....	

DEPARTMENT OF ENERGY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Steven Chu	PAS	EX	I		
Do	Chief of Staff	Brandon Hurlbut	NA	ES			
Do	Deputy Chief of Staff	Michael Jeff Navin	NA	ES			
Do	Senior Advisor	Lauren L. Azar	NA	ES			
Do	.....do	Richard L. Kauffman	NA	ES			
Do	Director of Public Engagement	Heidi VanGenderen	NA	ES			
Do	Advisor to the Secretary	Adam Robsohn Cohn	SC	GS	15		
Do	White House Liaison	Damian M. Bednarz	SC	GS	15		
Do	Deputy Director for Outreach and Public Engagement.	Colin S. Bishopp	SC	GS	15		
Do	.....do	Amy Bodette Demagistris	SC	GS	14		
Do	Special Advisor	Peter M. Ambler	SC	GS	14		
Do	Deputy White House Liaison	Rhonda Marie Carter	SC	GS	12		
Do	Special Assistant	Anthony J. Augustine III	SC	GS	12		
Do	Special Assistant to the Secretary	Ian H. Adams	SC	GS	11		
Do	Special Assistant	Teryn Norris-Hale	SC	GS	10		
Do	Special Assistant to the Secretary	Mark C. Appleton	SC	GS	9		
Do	Special Assistant	Christiana Q. James	SC	GS	8		
	OFFICE OF THE DEPUTY SECRETARY						
Do	Deputy Secretary of Energy	Daniel B. Poneman	PAS	EX	II		
Do	Associate Deputy Secretary	Melvin G. Williams, Jr.	NA	ES			
Do	Senior Performance Advisor	David Sterling Brown	TA	ES			07/06/13
Do	Capital Asset Program Manager	Career Incumbent	CA	ES			
Do	Senior Advisor	Jonathan M. Levy	SC	GS	15		
Do	Special Assistant	Natalie Mathews Randolph	SC	GS	12		
Do	.....do	Elizabeth N. Emanuel	SC	GS	9		
	OFFICE OF THE UNDER SECRETARY						
Do	Under Secretary	Vacant	PAS	EX	III		
Do	Senior Advisor	Udai Rohatgi	SC	GS	13		
Do	Special Assistant	Emily A. Fritze	SC	GS	7		
	OFFICE OF THE UNDER SECRETARY FOR NUCLEAR SECURITY						
Do	Under Secretary, Nuclear Security/Administrator for Nuclear Security.	Thomas P. D'Agostino	PAS	EX	IV		
	OFFICE OF THE UNDER SECRETARY FOR SCIENCE						
Do	Under Secretary	Vacant	PAS	EX	IV		
Do	Associate Under Secretary	.....do	.....	ES			
	NATIONAL NUCLEAR SECURITY ADMINISTRATION						
Do	Under Secretary for Nuclear Security/Administrator for Nuclear Security.	Thomas P. D'Agostino	PAS	EX	IV		
	Immediate Office of the Administrator						
Do	Principal Deputy Administrator for National Nuclear Security.	Neile Miller Lutze	PAS	EX	IV		
Do	Associate Principal Deputy Administrator/Associate Administrator for Infrastructure and Operations.	Career Incumbent	CA	ES			
Do	Chief of Staff	Vacant	.....	ES			
Do	Chief Scientist	Career Incumbent	CA	ES			
Do	Senior Policy Advisor	.....do	CA	ES			
Do	Senior Advisor	.....do	CA	ES			
Do	Senior Advisor (National Security Council)	.....do	CA	ES			
Arlington, VA	Senior Advisor	.....do	CA	ES			
Washington, DC	.....do	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Program Executive Officer for Asset Revitalization.	Vacant	.....	ES			
Livermore, CA	Advisor to the Associate Principal Deputy Administrator Program/Field Integration.	.....do	.....	ES			
Washington, DC	Senior Policy Advisor	.....do	.....	ES			
Do	Special Assistant	Paul J. Frey	SC	GS	11		
	Office of Defense Programs						
Do	Deputy Administrator for Defense Programs	Donald L. Cook	PAS	EX	IV		
Do	Director of Interagency Work Programs	Career Incumbent	CA	ES			
Do	Sites Chief Performance Officer	.....do	CA	ES			
Do	Assistant Deputy Administrator for Stockpile Stewardship.	.....do	CA	ES			
Do	Assistant Deputy Administrator for Stockpile Management.	.....do	CA	ES			

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Deputy Administrator for Stockpile Management.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Administrator for Military Applications and Stockpile Operations.	Vacant	.....	ES	.....	.....	
Albuquerque, NM ..	Deputy Assistant Deputy Administrator for Stockpile Management.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Director, Office of Nuclear Weapons Stockpile	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Deputy Administrator for Program Integration.	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Assistant Deputy Administrator for Secure Transportation.	.....do	CA	ES	.....	.....	
Washington, DC	Principal Deputy Assistant Deputy Administrator for Secure Transportation.	Vacant	.....	ES	.....	.....	
Do	Assistant Deputy Administrator for Infrastructure and Construction.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Deputy Administrator for Infrastructure and Construction.	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Senior Technical Advisor	.....do	CA	ES	.....	.....	
Washington, DC	Assistant Deputy Administrator for Nuclear Safety, Nuclear Operations and Governance Reform.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director of Environmental Operations	.....do	CA	ES	.....	.....	
Kansas City, MO ...	Manager, Kansas City Site Office	.....do	CA	ES	.....	.....	
Los Alamos, NM	Manager, Los Alamos Site Office	.....do	CA	ES	.....	.....	
Do	Deputy Manager, Los Alamos Site Office	.....do	CA	ES	.....	.....	
Las Vegas, NV	Deputy Manager, Nevada Site Office	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Los Alamos Site Office Revitalization Manager.	Vacant	.....	ES	.....	.....	
Amarillo, TX	Manager, Pantex Site Office	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Manager, Pantex Site Office	Vacant	.....	ES	.....	.....	
Oak Ridge, TN	Manager, Y-12 Site Office	.....do	.....	ES	.....	.....	
Do	Deputy Manager, Y-12 Site Office	Career Incumbent	CA	ES	.....	.....	
Albuquerque, NM ..	Deputy Manager, Sandia Site Office	Vacant	.....	ES	.....	.....	
Do	Deputy Manager, Base Operations	Career Incumbent	CA	ES	.....	.....	
Aiken, SC	Deputy Manager, Savannah River Site Office	.....do	CA	ES	.....	.....	
	Office of Defense Nuclear Nonproliferation						
Washington, DC	Deputy Administrator	Anne Harrington	PAS	EX	IV	.....	
Do	Principal Assistant Deputy Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Chief Operations Officer	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Administrator for Global Threat Reduction.	.....do	CA	ES	.....	.....	
Do	Associate Assistant Deputy Administrator for Global Threat Reduction.	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Administrator for Nonproliferation Research and Development.	.....do	CA	ES	.....	.....	
Do	Associate Assistant Administrator for Nonproliferation Research and Development.	Vacant	.....	ES	.....	.....	
Do	Assistant Deputy Administrator for Nonproliferation and International Security.	Career Incumbent	CA	ES	.....	.....	
Do	Associate Assistant Deputy Administrator for Nonproliferation and International Security.	.....do	CA	ES	.....	.....	
Do	Associate Assistant Deputy Administrator for International Materials Protection and Cooperation.	.....do	CA	ES	.....	.....	
Do	Director, Office of the Second Line of Defense	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Administrator for Fissile Material Disposition.	.....do	CA	ES	.....	.....	
Do	Associate Assistant Deputy Administrator for Fissile Materials Disposition.	.....do	CA	ES	.....	.....	
Aiken, SC	Senior Program Advisor	.....do	CA	ES	.....	.....	
Washington, DC	Executive Director (Beijing)	.....do	CA	ES	.....	.....	
Do	Chief Science and Technology Officer	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Administrator for International Materials Protection and Cooperation.	Vacant	.....	ES	.....	.....	
	Office of Naval Reactors						
Do	Director, Management and Administration	Career Incumbent	CA	ES	.....	.....	
Do	Program Manager for Future Carrier Nuclear Propulsion.	Vacant	.....	ES	.....	.....	
Do	Director, Nuclear Technology Division	Career Incumbent	CA	ES	.....	.....	
Do	Program Manager, Shipyard Matters	.....do	CA	ES	.....	.....	
Do	Director, Reactor Engineering Division	.....do	CA	ES	.....	.....	
West Mifflin, PA	Assistant Manager for Operations	.....do	CA	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Program Manager, Prototype and Moored Training Ship Operations and Inactivation Program.	Career Incumbent	CA	ES	.....	.....	
Newport News, VA	Senior Naval Reactors Representative (Newport News, VA).	.....do	CA	ES	.....	.....	
Washington, DC	Program Manager, Advanced Submarines and Facilities.	Vacant	.....	ES	.....	.....	
Do	Deputy Director, Instrumentation and Control Division.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director, Advanced Submarine Systems Division.	.....do	CA	ES	.....	.....	
United Kingdom	Senior Naval Reactors Representative (United Kingdom).	.....do	CA	ES	.....	.....	
Pittsburgh, PA	Deputy Manager, Naval Reactors Laboratory Field Office.	.....do	CA	ES	.....	.....	
Washington, DC	Program Manager, New Ship Design	.....do	CA	ES	.....	.....	
Do	Director, Information Technology Management.	.....do	CA	ES	.....	.....	
Schenectady, NY ...	Assistant Manager for Operations	.....do	CA	ES	.....	.....	
Washington, DC	Director, Finance and Budget	.....do	CA	ES	.....	.....	
Do	Director, Acquisition Division	Vacant	.....	ES	.....	.....	
Do	Deputy Program Manager, Virginia Class Submarines.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Commissioned Submarine Systems Division.	.....do	CA	ES	.....	.....	
	Office of Emergency Operations						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Administrator	.....do	CA	ES	.....	.....	
Do	Director, Office of Emergency Response	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Director, Render Safe Program	.....do	CA	ES	.....	.....	
	Office of Defense Nuclear Security						
Washington, DC	Chief and Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	CA	ES	.....	.....	
Do	Director, Office of Field Support	.....do	CA	ES	.....	.....	
Do	Director, Office of Security Operations and Performance Assurance.	.....do	CA	ES	.....	.....	
	Office of Counterterrorism and Counterproliferation						
Do	Deputy Under Secretary	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Under Secretary	Vacant	.....	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	.....	ES	.....	.....	
	Management and Budget						
Do	Associate Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Financial Management	.....do	CA	ES	.....	.....	
Germantown, MD ..	Deputy Director, Office of Financial Management.	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Director of Planning, Programming, Budgeting and Evaluation.	Vacant	.....	ES	.....	.....	
Do	Director, Office of Human Capital Management.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Business Operations	.....do	CA	ES	.....	.....	
Do	Director, Office of Performance and Analysis	.....do	CA	ES	.....	.....	
Do	Director, Office of Management	Vacant	.....	ES	.....	.....	
Do	Diversity and Outreach Manager	Career Incumbent	CA	ES	.....	.....	
	External Affairs						
Do	Associate Administrator	Clarence T. Bishop	NA	ES	.....	.....	
Do	Deputy Associate Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Director of Congressional Affairs	Jed D. D' Ercole	SC	GS	15	.....	
Do	Director of Public Affairs	Joshua T. McConaha	SC	GS	14	.....	
Do	Congressional Affairs Specialist	Katherine A. Croft	SC	GS	13	.....	
Do	Senior Advisor	Matthew T. Bowen	SC	GS	13	.....	
Do	Congressional Affairs Specialist	Derrick D. Ramos	SC	GS	12	.....	
Do	Deputy Press Secretary	Courtney L. Greenwald	SC	GS	11	.....	
Do	Communications Coordinator	Robert D. Middaugh	SC	GS	9	.....	
	General Counsel						
Do	General Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Deputy General Counsel for Procurement	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Chief Counsel	.....do	CA	ES	.....	.....	
	Acquisition and Project Management						
Washington, DC	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	CA	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Director, Office of Acquisition and Supply Management.	Career Incumbent	CA	ES	.....	.....	
Albuquerque, NM ..	Associate Director for Business Services	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Enterprise Project Management.	.....do	CA	ES	.....	.....	
Do	Federal Project Director	.....do	CA	ES	.....	.....	
Do	Mox Federal Project Director	.....do	CA	ES	.....	.....	
	Information Management and Chief Information Officer						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	CA	ES	.....	.....	
	Safety and Health						
Do	Associate Administrator for Safety and Health.	.....do	CA	ES	.....	.....	
Do	Chief, Defense Nuclear Safety	Vacant	.....	ES	.....	.....	
	OFFICE OF SCIENCE						
Do	Director	William F. Brinkman	PAS	EX	IV	.....	
Do	Principal Deputy Director	Vacant	.....	ES	.....	.....	
Upton, NY	Site Office Manager, Brookhaven	Career Incumbent	CA	ES	.....	.....	
Argonne, IL	Site Office Manager, Argonne	.....do	CA	ES	.....	.....	
Germantown, MD ..	Associate Director for Biological and Environmental Research.	.....do	CA	ES	.....	.....	
Do	Director Office of Scientific and Technology Information.	.....do	CA	ES	.....	.....	
Do	Associate Director, Office of High Energy Physics.	Vacant	.....	ES	.....	.....	
Do	Associate Director, Office of Nuclear Physics	Career Incumbent	CA	ES	.....	.....	
Do	Director, Scientific User Facilities Division	Vacant	.....	ES	.....	.....	
Berkeley, CA	Site Office Manager, Berkeley	Career Incumbent	CA	ES	.....	.....	
Stanford, CA	Site Office Manager, Stanford	Vacant	.....	ES	.....	.....	
Plainsboro, NJ	Site Office Manager, Princeton	Career Incumbent	CA	ES	.....	.....	
Germantown, MD ..	Associate Director, Office of Advanced Scientific Computing Research.	.....do	CA	ES	.....	.....	
Do	Director, Facilities and Project Management Division.	.....do	CA	ES	.....	.....	
Do	Director, Physics Research Division	Vacant	.....	ES	.....	.....	
Do	Director, Chemical Sciences, Geosciences, and Biosciences Division.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Project Assessment	.....do	CA	ES	.....	.....	
Washington, DC	Associate Director, Office of Laboratory Policy and Evaluation.	.....do	CA	ES	.....	.....	
Do	Director, Office of Workforce Development for Teachers and Scientists.	Vacant	.....	ES	.....	.....	
Germantown, MD ..	Associate Director, Office of Safety, Security and Infrastructure.	Career Incumbent	CA	ES	.....	.....	
Do	Director, High Energy Research and Technology Division.	.....do	CA	ES	.....	.....	
Do	Director, Office of Budget	Vacant	.....	ES	.....	.....	
Washington, DC	Deputy Director for Science Programs	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director for Resource Management	.....do	CA	ES	.....	.....	
Germantown, MD ..	Associate Director, Office of Basic Energy Sciences.	.....do	CA	ES	.....	.....	
Do	Director, Biological Systems Science Division	.....do	CA	ES	.....	.....	
Do	Director, Facilities Division	.....do	CA	ES	.....	.....	
Do	Director, Research Division	.....do	CA	ES	.....	.....	
Do	Associate Director, Office of Fusion Energy Sciences.	.....do	CA	ES	.....	.....	
Do	Director, Material Sciences and Engineering Division.	.....do	CA	ES	.....	.....	
Do	Director, Climate and Environmental Sciences Division.	.....do	CA	ES	.....	.....	
Do	Associate Deputy Director for Field Operations.	.....do	CA	ES	.....	.....	
Argonne, IL	Deputy Manager Chicago Office	.....do	CA	ES	.....	.....	
Do	Assistant Manager, Office of Acquisition and Assistance.	.....do	CA	ES	.....	.....	
Oak Ridge, TN	Chief Financial Officer	.....do	CA	ES	.....	.....	
Warrenville, IL	Site Manager Fermi	.....do	CA	ES	.....	.....	
Washington, DC	Special Assistant	Marcos Huerta	SC	GS	12	.....	
	Chicago Office						
Argonne, IL	Manager	Career Incumbent	CA	ES	.....	.....	
Do	Chief Financial Officer	Vacant	.....	ES	.....	.....	
Do	Chief Counsel	Career Incumbent	CA	ES	.....	.....	
Chicago, IL	Chief Operations Officer	Vacant	.....	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Oak Ridge Office						
Oak Ridge, TN	Manager	Vacant		ES			
Do	Deputy Manager	.....do		ES			
Do	Assistant Manager for Environment Safety and Health.	Career Incumbent	CA	ES			
Do	Assistant Manager for Environmental Management.	Vacant		ES			
Do	Assistant Manager for Nuclear Fuel Supply	.....do		ES			
Newport News, VA	Site Manager, Thomas Jefferson National Accelerator Facility.	Career Incumbent	CA	ES			
Oak Ridge, TN	Assistant Manager for Science	.....do	CA	ES			
	ASSISTANT SECRETARY FOR CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS						
Washington, DC	Assistant Secretary	Jeffrey A. Lane	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Bradley R. Crowell	NA	ES			
Do	Deputy Assistant Secretary for Intergovernmental and External Affairs.	Clyde H. Henderson III	NA	ES			
Do	Chief Operations Officer	Career Incumbent	CA	ES			
Do	Legislative Policy Advisor	Hannah C. Irsfeld	SC	GS	15		
Do	Director for Tribal and Intergovernmental Affairs.	David F. Conrad	SC	GS	15		
Do	Deputy Assistant Secretary for Congressional Affairs.	Christopher E. Davis	SC	GS	15		
Do	Intergovernmental Affairs Advisor	Esther F. Morales	SC	GS	14		
Do	Legislative Affairs Specialist	James V. Secreto	SC	GS	13		
Do	.....do	Clarence K. Tong	SC	GS	13		
Do	Special Assistant	Ali A. Zaidi	SC	GS	11		
	ASSISTANT SECRETARY FOR ELECTRICITY DELIVERY AND ENERGY RELIABILITY						
Do	Assistant Secretary	Patricia Hoffman	PAS	EX	IV		
Do	Deputy Assistant Secretary for Research and Development.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Permitting Siting and Analysis.	.....do	CA	ES			
Do	Deputy Assistant Secretary	.....do	CA	ES			
Do	Chief Operating Officer	.....do	CA	ES			
Do	Deputy Director	Vacant		ES			
Do	Senior Technical Advisor	Career Incumbent	CA	ES			
Do	Senior Advisor	Michelle Dallafior	SC	GS	15		
Do	Special Assistant	Titilayo Ogunyale	SC	GS	13		
	ASSISTANT SECRETARY FOR ENERGY EFFICIENCY AND RENEWABLE ENERGY						
Do	Assistant Secretary	David T. Danielson	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Michael S. Carr	NA	ES			
Do	Senior Advisor	Henry C. Kelly	NA	ES			
Do	Program Manager Office of Geothermal Technologies.	Career Incumbent	CA	ES			
Do	Director, Office of Information and Business Management Systems.	.....do	CA	ES			
Do	Director, Office of Program Execution Support.	Vacant		ES			
Do	Program Manager, Office of Solar Energy Technology.	.....do		ES			
Do	Program Manager Office of Building Technologies Program.	.....do		ES			
Do	Program Manager Office of Vehicle Technology Program.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Renewable Energy.	.....do	CA	ES			
Do	Deputy Assistant Secretary for Energy Efficiency.	.....do	CA	ES			
Do	Director, Field Performance Management	.....do	CA	ES			
Do	Program Manager	.....do	CA	ES			
Do	Deputy Assistant Secretary for Business Administration.	.....do	CA	ES			
Do	Senior Advisor	.....do	CA	ES			
Do	Senior Advisor for Research Policy	.....do	CA	ES			
Do	Program Manager for Biomass	Vacant		ES			
Do	Program Manager for the Fuel Cell Technologies.	.....do		ES			

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Program Manager for Fuel Cell Technologies Program.	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Program Manager Office of Federal Energy Management Programs.	.....do	CA	ES	.....	.....	
Do	Deputy Program Manager, Office of Solar Energy Technologies.	.....do	CA	ES	.....	.....	
Golden, CO	Manager, Golden Field Office	.....do	CA	ES	.....	.....	
Do	Deputy Manager, Golden Field Office	Vacant	.....	ES	.....	.....	
Washington, DC	Director, Office of Planning, Budget and Analysis.	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor	Jason Walsh	SC	GS	15	.....	
Do	Special Projects Director	Rachel Tronstein	SC	GS	14	.....	
Do	Senior Advisor	Peter Gage	SC	GS	14	.....	
Do	Special Assistant	Adriana K. Costello-Dougherty.	SC	GS	9	.....	
	ASSISTANT SECRETARY FOR ENVIRONMENTAL MANAGEMENT						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Director of External Affairs	Paul E. Seidler	NA	ES	.....	.....	
Do	Associate Principal Deputy Assistant Secretary.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Procurement Planning	Vacant	.....	ES	.....	.....	
Do	Director, Office of Budget	.....do	.....	ES	.....	.....	
Do	Deputy Assistant Secretary, Acquisition and Project Management.	Career Incumbent	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Strategic Planning and Analysis.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Ground Water and Soil Remediation.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Operations Oversight	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Secretary, Program Planning and Budget.	.....do	CA	ES	.....	.....	
Do	Director, Office of Safeguards and Security/ Emergency Preparedness.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Packaging and Transportation.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Corporate Information and Services.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Deputy Assistant Secretary, Tank Waste Nuclear Material.	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Secretary for Human Capital and Corporation Services.	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary, Human Capital and Corporate Services.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Associate Deputy Assistant Secretary, Waste Management.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Human Capital	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Director, Office of Procurement Planning	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary, Site Restoration	.....do	CA	ES	.....	.....	
Germantown, MD ..	Associate Deputy Assistant Secretary, Site Restoration.	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Secretary, Waste Management.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Environmental Compliance	.....do	CA	ES	.....	.....	
Aiken, SC	Assistant Manager, Waste Disposition Project	.....do	CA	ES	.....	.....	
Washington, DC	Director, Management Systems and Analysis	.....do	CA	ES	.....	.....	
Do	Communications Specialist	Mekell T. Mikell	SC	GS	12	.....	
	Environmental Management Consolidated Business Center						
Cincinnati, OH	Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
Do	Chief Counsel	.....do	CA	ES	.....	.....	
Do	Program Manager	.....do	CA	ES	.....	.....	
	Portsmouth/Paducah Project Office						
Lexington, KY	Manager	.....do	CA	ES	.....	.....	
Do	Deputy Manager	.....do	CA	ES	.....	.....	
	Richland Operations Office						
Richland, WA	Manager	.....do	CA	ES	.....	.....	
Do	Deputy Manager	.....do	CA	ES	.....	.....	
Seattle, WA	Assistant Manager, Mission Support	.....do	CA	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Richland, WA	Assistant Manager, Tank Farms	Career Incumbent	CA	ES			
Do	Chief Counsel	.....do	CA	ES			
Do	Assistant Manager, Waste Treatment and Immobilization Plant, ORP.	Vacant		ES			
Do	Assistant Manager, Safety and Environment	Career Incumbent	CA	ES			
Do	Deputy Manager, Office of River Protection	.....do	CA	ES			
Do	Manager Office of River Protection	.....do	CA	ES			
Do	Manager, WTP Start-Up and Commissioning Integration.	.....do	CA	ES			
Do	Assistant Manager, Business and Financial Operations (Chief Financial Officer).	.....do	CA	ES			
Do	Assistant Manager, River and Plateau	.....do	CA	ES			
Do	Assistant Manager, Technical and Regulatory Support.	.....do	CA	ES			
	Savannah River Operations Office						
Aiken, SC	Manager	Vacant		ES			
Do	Deputy Manager	Career Incumbent	CA	ES			
Do	Chief Counsel	Vacant		ES			
Do	Assistant Manager, Nuclear Material Stabilization Project.	Career Incumbent	CA	ES			
Do	Assistant Manager, Infrastructure and Environmental Stewardship.	.....do	CA	ES			
Do	Director, Salt Waste Processing Facility Project Office.	Vacant		ES			
Do	Assistant Manager, Integration and Planning	.....do		ES			
Do	Assistant Manager, Mission Support	Career Incumbent	CA	ES			
	ASSISTANT SECRETARY FOR FOSSIL ENERGY						
Washington, DC	Assistant Secretary	Charles D. McConnell	PAS	EX	IV		
Pittsburgh, PA	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Washington, DC	Deputy Assistant Secretary, Clean Coal	James F. Wood	NA	ES			
Do	Deputy Assistant Secretary, Oil and Natural Gas.	Christopher A. Smith	NA	ES			
New Orleans, LA	Project Manager, Strategic Petroleum Reserve.	Career Incumbent	CA	ES			
Germantown, MD	Senior Financial and Procurement Director	.....do	CA	ES			
Morgantown, WV	Director, Institutional and Business Operations.	.....do	CA	ES			
Albany, OR	Director, Research and Development	.....do	CA	ES			
Washington, DC	Senior Policy Advisor	Vacant		ES			
Bruceton, PA	Deputy Director	.....do		ES			
Washington, DC	Deputy Assistant Secretary, Petroleum Reserves.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary, International Affairs.	.....do	CA	ES			
Bruceton, PA	Director National Energy Technology Laboratory.	.....do	CA	ES			
Morgantown, WV	Chief Operating Officer	.....do	CA	ES			
Do	Director, Project Management Center	.....do	CA	ES			
Washington, DC	Director, Oil and Gas Global Security and Supply.	.....do	CA	ES			
Bruceton, PA	Chief Counsel	.....do	CA	ES			
Washington, DC	Director, Clean Energy Systems	.....do	CA	ES			
Do	Product-Line Director for Natural Gas and Petroleum-Upstream Technology.	.....do	CA	ES			
Do	Senior Advisor	John E. Richards	SC	GS	15		
Do	Advisor	Robert Fee	SC	GS	10		
	ASSISTANT SECRETARY FOR NUCLEAR ENERGY						
Do	Assistant Secretary	Peter B. Lyons	PAS	EX	IV		
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Senior Policy Advisor	Vacant		ES			
Germantown, MD	Associate Director, Isotope Production and Distribution.	.....do		ES			
Washington, DC	Associate Director	.....do		ES			
Do	Deputy Assistant Secretary for Corporate Business Operations.	.....do		ES			
Do	Director, Office of Corporate and Global Partnership Development.	.....do		ES			
Do	Chief Operating Officer	Career Incumbent	CA	ES			
Germantown, MD	Director, Office of Facilities Management	.....do	CA	ES			
Do	Deputy Director, Office of Advanced Reactor Concepts.	.....do	CA	ES			

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Germantown, MD ..	Director, Office of Space and Defense Power Systems.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Director Off of Used Nuclear Fuel Disposition Research and Development.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Integrated Safety and Program Assurance.	.....do	CA	ES	.....	.....	
Do	Director, Office of Light Water Reactor Deployment.	.....do	CA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary, Nuclear Reactor Technology.	.....do	CA	ES	.....	.....	
Do	Director, Office of Gas Cooled Reactor Technologies.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary, Nuclear Facility Operations.	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Secretary, International Nuclear Energy Policy and Coop.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Associate Deputy Assistant Secretary, Fuel Cycle Technology.	.....do	CA	ES	.....	.....	
Washington, DC	Associate Deputy Assistant Secretary, International Nuclear Energy Policy and Cooperation.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary, Nuclear Reactor Technologies.	Vacant	.....	ES	.....	.....	
Do	Special Assistant	Elizabeth F. Ramsay	SC	GS	12	.....	
	Idaho Operations Office						
Idaho Falls, ID	Manager	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Manager	Vacant	.....	ES	.....	.....	
Do	Deputy Manager, Nuclear Energy	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Manager, Operations	.....do	CA	ES	.....	.....	
Do	Deputy Manager, Idaho Cleanup Project	.....do	CA	ES	.....	.....	
Do	Assistant Manager, Chief Financial and Administrative Office.	.....do	CA	ES	.....	.....	
Do	Assistant Manager, Technical Support	.....do	CA	ES	.....	.....	
Do	Assistant Manager, Research and Development.	Vacant	.....	ES	.....	.....	
Do	.....do	.....do	.....	ES	.....	.....	
Do	Chief Counsel	.....do	.....	ES	.....	.....	
Do	.....do	.....do	.....	ES	.....	.....	
	ASSISTANT SECRETARY FOR POLICY AND INTERNATIONAL AFFAIRS						
Washington, DC	Assistant Secretary	David Sandalow	PAS	EX	IV	.....	
Do	Principal Deputy Assistant Secretary	Jonathan Harold Elkind	NA	ES	.....	.....	
Do	Deputy Assistant Secretary, Office of Climate Change Policy and Technology.	Richard D. Duke, Jr.	NA	ES	.....	.....	
Do	Director, Office of African and Middle Eastern Affairs.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Policy Analysis.	.....do	CA	ES	.....	.....	
Do	Director, Office of European and Asian Affairs.	Vacant	.....	ES	.....	.....	
Do	Director, Office of American Affairs	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director, Office of Climate Change Policy and Technology.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Asia, Europe and the Americas.	.....do	CA	ES	.....	.....	
Do	Director Office of European and Asian Pacific Affairs.	.....do	CA	ES	.....	.....	
Do	Director, Office of East Asian Affairs	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Middle East, Africa and Eurasia.	.....do	CA	ES	.....	.....	
Do	Senior Policy Advisor	Leslie Holmes Hummel	SC	GS	14	.....	
Do	Special Assistant	Udoaku C. Ihenetu	SC	GS	11	.....	
Do	.....do	Desiree E. Pipkins	SC	GS	11	.....	
Do	.....do	James R. Covey	SC	GS	9	.....	
	OFFICE OF ECONOMIC IMPACT AND DIVERSITY						
Do	Director, Office of Minority Economic Impact	Ladoris G. Harris	PAS	EX	IV	.....	
Do	Principal Deputy Director	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of the Ombudsman	.....do	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
Do	Special Assistant	Saba D. Abebe	SC	GS	11	.....	
	OFFICE OF GENERAL COUNSEL						
Do	General Counsel	Gregory H. Woods	PAS	EX	IV	.....	
Do	Deputy General Counsel	Career Incumbent	CA	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy General Counsel for Environment and Nuclear Programs.	Priya R. Aiyar	NA	ES	.....	.....	
Do	Deputy General Counsel for Litigation	Timothy G. Lynch	NA	ES	.....	.....	
Do	Deputy General Counsel, Technology Transfer and Procurement.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant General Counsel, Federal Litigation	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Regulatory Interventions.	Vacant	.....	ES	.....	.....	
Do	Assistant General Counsel, Energy Efficiency	.....do	.....	ES	.....	.....	
Do	Assistant General Counsel, Civilian Nuclear Program.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant General Counsel, International and National Security Programs.	Vacant	.....	ES	.....	.....	
Do	Director, Office of National Environmental Policy Act (NEPA) Policy and Compliance.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy General Counsel, Energy Policy	Vacant	.....	ES	.....	.....	
Do	Assistant General Counsel, Legislation and Regulatory Law.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant General Counsel, Procurement and Financial Assistance.	Vacant	.....	ES	.....	.....	
Do	Assistant General Counsel, International and National Security Programs.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant General Counsel, Legislation and Regulatory Law.	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Electricity and Power Marketing.	.....do	CA	ES	.....	.....	
Do	Deputy General Counsel, Technology Transfer and Procurement.	.....do	CA	ES	.....	.....	
Do	Director, Office of Standard Contract Management.	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Technology Transfer and Intellectual Property.	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Labor and Pension Law.	.....do	CA	ES	.....	.....	
Do	Director, Legal Strategy and Analysis	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Environment	.....do	CA	ES	.....	.....	
Do	Assistant General Counsel, Enforcement	.....do	CA	ES	.....	.....	
Do	Senior Legal Advisor	Noah C. Shaw	SC	GS	15	.....	
Do	Staff Assistant	Paul Moon	SC	GS	5	.....	
	OFFICE OF HEALTH, SAFETY AND SECURITY						
Germantown, MD ..	Chief Health, Safety and Security Officer	Career Incumbent	CA	ES	.....	.....	
Do	Principal Deputy Chief, Corporate Functions	.....do	CA	ES	.....	.....	
Washington, DC	Principal Deputy Chief, Mission Support Operations.	.....do	CA	ES	.....	.....	
Do	Principal Deputy Chief, Nuclear Safety and Technical Matters.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Security	.....do	CA	ES	.....	.....	
Do	Congressional and Public Affairs Manager	.....do	CA	ES	.....	.....	
Do	Director, Office of Security and Cyber Evaluations.	.....do	CA	ES	.....	.....	
Do	Director, Office of Nuclear Safety	.....do	CA	ES	.....	.....	
Do	Director, Office of Classification	.....do	CA	ES	.....	.....	
Do	Director, Office of Corporate Safety Programs	.....do	CA	ES	.....	.....	
Do	Director, Office of Enforcement	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Environmental Protection, Sustainability Support, and Corporate Safety Analysis.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Field Assistance	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Headquarters Security Operations.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Health and Safety	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office Resource Management	.....do	CA	ES	.....	.....	
Do	Director, Office of Security Operations	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Director, Office of the National Training Center.	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Work Safety and Health Policy.	.....do	CA	ES	.....	.....	
Do	Deputy Director, Enforcement	.....do	CA	ES	.....	.....	
Do	Deputy Director, Nuclear Safety	.....do	CA	ES	.....	.....	
Do	Deputy Director, Oversight	.....do	CA	ES	.....	.....	
Do	Deputy Director, Office of Security	.....do	CA	ES	.....	.....	
Do	Departmental Representative to the Defense Nuclear Facility Safety Board.	.....do	CA	ES	.....	.....	
Washington, DC	Senior Advisor	.....do	CA	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate Deputy Chief	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF HEARINGS AND APPEALS						
Do	Director	.....do	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
	OFFICE OF INTELLIGENCE AND COUNTERINTELLIGENCE						
Do	Director	.....do	CA	ES	.....	.....	
Do	Principal Deputy Director	.....do	CA	ES	.....	.....	
Do	Deputy Director for Intelligence Analysis	.....do	CA	ES	.....	.....	
Do	Deputy Director for Counterintelligence	.....do	CA	ES	.....	.....	
	OFFICE OF LEGACY MANAGEMENT						
Do	Director	.....do	CA	ES	.....	.....	
	OFFICE OF MANAGEMENT						
Do	Director, Office of Executive Secretariat	Alison J. Markovitz	NA	ES	.....	.....	
Do	Director, Office of Management	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Acquisition and Project Management.	.....do	CA	ES	.....	.....	
Do	Director, Office of Contract Management	.....do	CA	ES	.....	.....	
Do	Director, Office of Administration	.....do	CA	ES	.....	.....	
Do	Director, Office of Procurement and Assistance Policy.	Vacant	.....	ES	.....	.....	
Do	Director, Office of Policy	Career Incumbent	CA	ES	.....	.....	
Do	Director, Project Management	.....do	CA	ES	.....	.....	
Do	Deputy Director, Office of Acquisition and Project Management.	.....do	CA	ES	.....	.....	
Do	Director, Office of Facilities Management and Professional Development.	.....do	CA	ES	.....	.....	
Do	Director, Systems and Professional Development.	Vacant	.....	ES	.....	.....	
Do	Director, Office of Scheduling and Advance	Anthony Rediger	SC	GS	12	.....	
Do	Trip Director for the Deputy Secretary	Devin Hampton	SC	GS	11	.....	
Do	Lead Advance Representative	Ronald A. Carson	SC	GS	11	.....	
Do	Deputy Director of Scheduling and Advance ..	Brian R. Levey	SC	GS	10	.....	
Do	Scheduler	Haley S. Smith	SC	GS	10	.....	
Do	Special Assistant	Mackenzie L. Huffman	SC	GS	9	.....	
Do	.....do	Alexander C. Sewell	SC	GS	7	.....	
Do	Deputy Scheduler	Kirsten E. Lance	SC	GS	6	.....	
	OFFICE OF PUBLIC AFFAIRS						
Do	Director	Daniel Leistikow	NA	ES	.....	.....	
Do	Deputy Director	Damien J. Lavera	SC	GS	15	.....	
Do	Senior Advisor and Director of New Media	Cammie L. Croft	SC	GS	14	.....	
Do	Director, User Experience and Digital Technologies.	Robert F. Roberts	SC	GS	14	.....	
Do	Press Secretary	Jennifer A. Stutsman	SC	GS	14	.....	
Do	Deputy Press Secretary	Keri Danielle Fulton	SC	GS	12	.....	
Do	.....do	William B. Gibbons	SC	GS	11	.....	
Do	Speechwriter	Evelyn Z. Hsieh	SC	GS	11	.....	
Do	Senior Digital Communications Strategist	Amanda Scott	SC	GS	10	.....	
Do	Deputy Press Secretary for Regional and Online Outreach.	Judith A. Kargbo	SC	GS	10	.....	
Do	Press Assistant	Steven Robert Thai	SC	GS	8	.....	
Do	New Media Specialist	Benjamin Dotson	SC	GS	7	.....	
	OFFICE OF THE CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	Vacant	PAS	EX	IV	.....	
Do	Director, Office of Finance and Oversight	Career Incumbent	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Finance and Accounting	.....do	CA	ES	.....	.....	
Washington, DC	Director, Budget Operations	.....do	CA	ES	.....	.....	
Do	Director, Office of Risk Management	.....do	CA	ES	.....	.....	
Germantown, MD ..	Director, Office of Corporate Information Systems.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Office of Energy Finance and Accounting Service Center.	.....do	CA	ES	.....	.....	
Do	Deputy Director, Budget Operations	.....do	CA	ES	.....	.....	
Do	Deputy Director for Analysis and Coordination.	.....do	CA	ES	.....	.....	
Do	Program Manager (Office of District Energy Programs).	Vacant	.....	ES	.....	.....	
Do	Special Assistant	Derrick K. Nayo	SC	GS	8	.....	
	OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER						
Do	Chief Human Capital Officer	Vacant	.....	ES	.....	.....	

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Chief Human Capital Officer	Career Incumbent	CA	ES			
Do	Director, Human Capital Management	do	CA	ES			
Do	Director, Office of Human Resources Services	do	CA	ES			
Do	Director, Office of Strategic Planning and Policy.	do	CA	ES			
	OFFICE OF THE CHIEF INFORMATION OFFICER						
Do	Chief Information Officer	Vacant		ES			
Do	Deputy Chief Information Officer	Career Incumbent	CA	ES			
Do	Associate CIO for IT Planning, Architecture, and E-Government.	do	CA	ES			
Do	Associate CIO, Energy IT Services	do	CA	ES			
Do	Associate CIO, IT Corporate Management	do	CA	ES			
Do	Associate CIO, Cyber Security	do	CA	ES			
	OFFICE OF THE SECRETARY OF ENERGY ADVISORY BOARD						
Do	Executive Director	Vacant		ES			
Do	Executive Director	do		ES			
	ADVANCED RESEARCH PROJECTS AGENCY - ENERGY						
Do	Director	do	PAS	EX	III		
Do	Chief Counsel	Career Incumbent	CA	ES			
	CARLSBAD FIELD OFFICE						
Carlsbad, NM	Manager	do	CA	ES			
Do	Deputy Manager	do	CA	ES			
	INDIAN ENERGY POLICY AND PROGRAMS						
Washington, DC	Director	Tracey LeBeau	XS	AD			
	LOAN PROGRAMS OFFICE						
Do	Executive Director	Vacant		ES			
Do	Senior Advisor	David Y. Yeh	NA	ES			
Do	Director, Loan Guarantee Origination Division.	Career Incumbent	CA	ES			
Do	Chief Operating Officer/Deputy Loan Programs Office.	Vacant		ES			
Do	Director, Technical and Project Management Division.	Career Incumbent	CA	ES			
Do	Director for Portfolio Management	do	CA	ES			
Do	Director, Risk Management Division	Vacant		ES			
Do	Director, Management Operations Division	do		ES			
Do	Chief Counsel, LPO	Career Incumbent	CA	ES			
	BONNEVILLE POWER ADMINISTRATION						
Portland, OR	Administrator and Chief Executive Officer	do	CA	ES			
Do	Deputy Administrator	do	CA	ES			
Do	Chief Information Officer	do	CA	ES			
Do	Senior Vice President and General Counsel	do	CA	ES			
Do	Senior Vice President, Transmission Services	do	CA	ES			
Do	Chief Operating Officer	do	CA	ES			
Do	Vice President, Environment, Fish and Wildlife.	do	CA	ES			
Do	Vice President, Requirements Marketing	do	CA	ES			
Vancouver, WA	Vice President, Transmission Field Services Bus Line.	do	CA	ES			
Portland, OR	Executive Vice President, Corporate Strategy	do	CA	ES			
Vancouver, WA	Vice President, Planning and Asset Management.	do	CA	ES			
Portland, OR	Vice President, Engineering and Technical Services.	do	CA	ES			
Do	Senior Vice President, Power Services	do	CA	ES			
Do	Executive Vice President, Internal Business Services.	do	CA	ES			
Washington, DC	Vice President, Energy Efficiency	Vacant		ES			
Do	Vice President, Marketing and Sales	Career Incumbent	CA	ES			
Portland, OR	Executive Vice President, Industry Restructuring.	Vacant		ES			
Do	Vice President and Chief Financial Officer	Career Incumbent	CA	ES			
Do	Vice President, Generation Asset Management.	do	CA	ES			
Do	Vice President, Bulk Marketing	do	CA	ES			

DEPARTMENT OF ENERGY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	SOUTHEASTERN POWER ADMINISTRATION						
Elberton, GA	Administrator	Career Incumbent	CA	ES			
	SOUTHWESTERN POWER ADMINISTRATION						
Tulsa, OK	Administrator	Vacant		ES			
	WESTERN AREA POWER ADMINISTRATION						
Lakewood, CO	Administrator	do		ES			
Do	General Counsel	Career Incumbent	CA	ES			
Billings, MT	Regional Manager, Upper Great Plains Region.	do	CA	ES			
Phoenix, AZ	Regional Manager, Desert Southwest Region	do	CA	ES			
Loveland, CO	Regional Manager, Rocky Mountain Region	do	CA	ES			
Folsom, CA	Regional Manager, Sierra Nevada Region	do	CA	ES			
Lakewood, CO	Chief Information Officer	do	CA	ES			
Do	Chief Financial Officer	do	CA	ES			
Lakewood, CA	Transmission Infrastructure Program Manager.	do	CA	ES			
Lakewood, CO	Chief Operating Officer	do	CA	ES			
	U.S. ENERGY INFORMATION ADMINISTRATION						
Washington, DC	Administrator	Adam E. Sieminski	PAS	EX	IV		
Do	Deputy Administrator	Career Incumbent	CA	ES			
Do	Assistant Administrator for Communications	do	CA	ES			
Do	Assistant Administrator for Energy Analysis	do	CA	ES			
Do	Assistant Administrator for Energy Statistics	do	CA	ES			
Do	Director, Office of Electricity, Renewables and Uranium Statistics.	do	CA	ES			
Do	Director, Office of Energy Consumption and Efficiency Statistics.	do	CA	ES			
Do	Director, Office of Petroleum, Natural Gas and Biofuels Analysis.	do	CA	ES			
Do	Director, Office of Electricity, Coal, Nuclear and Renewables Analysis.	do	CA	ES			
Do	Director, Office of Oil, Gas and Coal Supply Statistics.	do	CA	ES			
Do	Director, Office of Integrated and International Energy Analysis.	do	CA	ES			
Do	Deputy Assistant Secretary for Safety and Security.	do	CA	ES			
Do	Director, Office of Petroleum and Biofuels Statistics.	do	CA	ES			
Do	Director, Office of Survey Development and Statistical Integration.	do	CA	ES			

DEPARTMENT OF ENERGY OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Gregory H. Friedman	PAS	OT	$170,259		

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Kathleen Sebelius	PAS	EX	I		
Do	Confidential Assistant	Georgette T. Lewis	SC	GS	12		
Do	Counselor	John T. Monahan	NA	ES			
Do	Counselor for Health Policy	Rima J. Cohen	NA	ES			
Do	Counselor for Public Health and Science	Caya B. Lewis	NA	ES			
Do	.....do	Andrea J. Palm	NA	ES			
Do	Counselor for Human Services Policy	Sharon Elaine Parrott	NA	ES			
Do	Special Assistant to the Counselors	Noelle C. Lee	SC	GS	13		
Do	Chief of Staff	Sally Howard	NA	ES			
Do	Deputy Chief of Staff	Dawn M. O'Connell	NA	ES			
Do	Confidential Assistant to the Chief of Staff	Subhan Nasrullah Cheema	SC	GS	9		
Do	Executive Secretary to the Department	Jennifer M. Cannistra	NA	ES			
Do	Senior Advisor to the Executive Secretary	C'Reda J. Weeden	SC	GS	15		
Do	Deputy Executive Secretary	Career Incumbent	CA	ES			
Do	White House Liaison for Political Personnel, Boards and Commissions.	Michael W. McCauley	NA	ES			
Do	Deputy White House Liaison for Political Personnel, Boards and Commissions.	Rebecca M. Adelman	SC	GS	14		
Do	Director, Office of Disability	Henry David Claypool	NA	ES			
Do	Senior Executive Advisor	Vacant		ES			
Do	Director, Scheduling and Advance	Kathryn Lea Wolff	SC	GS	14		
Do	Deputy Director, Scheduling and Advance	Keri Ann Kohler	SC	GS	14		
Do	Advance Lead	Rebecca H. Chappell	SC	GS	9		
Do	.....do	Eli Fleet	SC	GS	12		
	OFFICE OF THE DEPUTY SECRETARY						
Do	Deputy Secretary	William V. Corr	PAS	EX	II		
Do	Chief of Staff to the Deputy Secretary	Jarel Lapan Hill	SC	GS	15		
Do	Chair, Departmental Appeals Board	Career Incumbent	CA	ES			
Do	Associate Deputy Secretary	.....do	CA	ES			
	Office of Intergovernmental and External Affairs						
Do	Director	Paul Dioguardi	NA	ES			
Do	Director, Office of External Affairs	Anton Jelaine Gunn	NA	ES			
Do	Senior Advisor	Jay Bernard Angoff	NA	ES			
Do	Deputy Director for Regional Outreach	Emily Alyssa Barson	SC	GS	15		
Do	Special Assistant	Kasia Leigh Witkowski	SC	GS	13		
Do	Confidential Assistant	Tori L. Scarborough	SC	GS	12		
Do	Special Assistant	Seth Hanon Wainer	SC	GS	13		
Do	Confidential Assistant	Benidicto Feliciano Belton	SC	GS	11		
Do	Director of Business Outreach	Sol Joshua Ross	SC	GS	15		
Boston, MA	Regional Director, Boston, Massachusetts, Region I.	Christie Lynn Hager	SC	GS	15		
New York, NY	Regional Director, New York, New York, Region II.	Jaime Rafael Torres	SC	GS	15		
Philadelphia, PA	Regional Director, Philadelphia, Pennsylvania, Region III.	Joanne Grossi	SC	GS	15		
Atlanta, GA	Regional Director, Atlanta, Georgia, Region IV.	Career Incumbent	SC	GS	15		
Chicago, IL	Regional Director, Chicago, Illinois-Region V	Kenneth Munson	SC	GS	15		
Dallas, TX	Regional Director, Dallas, Texas, Region VI	Marjorie McColl Petty	SC	GS	15		
Kansas City, MO	Regional Director, Kansas City, Missouri, Region VII.	Career Incumbent	SC	GS	15		
Denver, CO	Regional Director, Denver, Colorado, Region VIII.	Marguerite Salazar	SC	GS	15		
San Francisco, CA	Regional Director, San Francisco, California, Region IX.	Herb Kenneth Schultz	SC	GS	15		
Seattle, WA	Regional Director, Seattle, Washington, Region X.	Susan M. Johnson	SC	GS	15		
	Office of the National Coordinator for Health Information Technology						
Washington, DC	National Health Information Technology Coordinator.	Farzad Mostashari, M.D.	NA	ES			
Do	Principal Deputy National Coordinator	David S. Muntz	NA	ES			
Do	Special Assistant	Wilbur Wei-Pen Yu	SC	GS	15		
Do	.....do	Damon L. Davis	SC	GS	15		
Do	Chief Privacy Officer	Joy L. Pritts	NA	ES			
Do	Director, Office of Health Information Technology Adoption.	Vacant		ES			
Do	Health Care Reform Coordinator	Career Incumbent	CA	ES			
Do	Senior Advisor	Vacant		ES			
Do	Director, Office of Policy and Research	Career Incumbent	CA	ES			
Do	Deputy National Coordinator for Programs and Policy.	.....do	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy National Coordinator for Operations	Career Incumbent	CA	ES			
Do	Director, Office of Standards and Interoperability.	do	CA	ES			
	Office of the Assistant Secretary for Financial Resources						
Do	Assistant Secretary	Ellen G. Murray	PAS	EX	IV		
Do	Deputy Assistant Secretary, Budget	Career Incumbent	CA	ES			
Do	Principal Deputy Assistant Secretary, Resources and Technology.	do	CA	ES			
Do	Director, Division of Health Benefits and Income Security.	do	CA	ES			
Do	Director, Division of Discretionary Programs	do	CA	ES			
Do	Deputy Associate Secretary, Office of Grants and Acquisitions.	do	CA	ES			
Do	Director, Division of the Office of the Secretary Budget.	do	CA	ES			
Do	Director, Division of Budget Policy, Execution, and Review.	do	CA	ES			
Do	Director, Office of Program Management and Systems Policy.	do	CA	ES			
Do	Associate Deputy Assistant Secretary, Budget	do	CA	ES			
Do	Director, Office of Program Integrity Coordination.	do	CA	ES			
Do	Deputy Assistant Secretary, Recovery Act Coordination.	do	CA	ES			
	Office of the Assistant Secretary for Preparedness and Response						
Do	Assistant Secretary	Nicole Lurie, M.D.	PAS	EX	IV		
Do	Special Assistant to the Assistant Secretary	Stacy Louise Elmer	SC	GS	13		
Do	Principal Deputy Director, Office of Public Health Emergency Medical Countermeasures.	Career Incumbent	CA	ES			
Do	Director, Office of Medicine, Science and Public Health.	do	CA	ES			
Do	Director, Resource Planning and Evaluation	do	CA	ES			
Do	Director, Influenza and Emerging Diseases	do	CA	ES			
Do	Director, Office of Preparedness and Emergency Operations.	do	CA	ES			
Do	Principal Deputy Director, Office of Preparedness and Emergency Operations.	do	CA	ES			
Do	Deputy Assistant Secretary and Director, Biomedical Advanced Development and Research Authority.	do	CA	ES			
Do	Principal Deputy Assistant Secretary for Preparedness and Response.	do	CA	ES			
Do	Chief Operating Officer	do	CA	ES			
	Office of Medicare Hearings and Appeals						
Do	Director, Office of Operations	do	CA	ES			
Do	Director, Office of Programs	do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR LEGISLATION						
Do	Assistant Secretary	Jim Esquea	PAS	EX	IV		
Do	Deputy Assistant Secretary (Discretionary Health Programs).	Jeremy Beck Sharp	NA	ES			
Do	Deputy Assistant Secretary (Human Services)	Douglas Lee Steiger	NA	ES			
Do	Deputy Assistant Secretary (Congressional Liaison).	Fatima Annalie Cuevas	NA	ES			
Do	Deputy Assistant Secretary (Mandatory Health Programs).	Bridgett Elaine Taylor	NA	ES			
Do	Confidential Assistant	Lisa Marie Thimjon	SC	GS	12		
Do	do	Lisa J. Strumwasser	SC	GS	9		
Do	Special Assistant	Russell M. Anello	SC	GS	13		
Do	Confidential Assistant (Mandatory Health Programs).	Rose M. Hacking	SC	GS	11		
Do	Special Assistant (Discretionary Health Programs).	Averi E. Pakulis	SC	GS	14		
	OFFICE OF THE ASSISTANT SECRETARY FOR ADMINISTRATION						
Do	Assistant Secretary	Edward J. Holland, Jr.	NA	ES			
Do	Deputy Assistant Secretary, Human Resources.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary, Business Transformation.	do	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary, Security	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary, Information Technology/Chief Information Officer.	do	CA	ES			
Do	Deputy Assistant Secretary, Program Support	do	CA	ES			
Do	Deputy Assistant Secretary, Facilities Management and Policy.	do	CA	ES			
Do	Associate Deputy Assistant Secretary, Human Resources.	do	CA	ES			
Do	Director, Client Services Center, National Capital Region.	do	CA	ES			
Do	Director, Strategic Programs Division	do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR PUBLIC AFFAIRS						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Dorinda A. Salcido	NA	ES			
Do	Deputy Assistant Secretary (Public Health)	Tait Sye	NA	ES			
Do	Communications Director (Public Health)	John P. Bray	SC	GS	14		
Do	Deputy Assistant Secretary (Health Care)	Jason Michael Young	NA	ES			
Do	Director for Health Care Initiatives	Jaime Erin Mulligan	SC	GS	14		
Do	Communications Director for Health Care	Erin E. Shields	SC	GS	14		
Do	Director, News Division	Career Incumbent	CA	ES			
Do	Director, Web and Media Communications Division.	do	CA	ES			
Do	Deputy Assistant Secretary (Human Services)	do	CA	ES			
Do	Press Secretary	Keith Richard Maley	SC	GS	13		
Do	Speechwriter	Robert Lott	SC	GS	13		
Do	Press Secretary	Fabien Moshe Levy	SC	GS	12		
Do	Confidential Assistant to the Deputy Assistant Secretary for Public Affairs.	Julia Parker Eisman	SC	GS	12		
Do	Confidential Assistant to the Assistant Secretary for Public Affairs.	Alyson C. Jordan	SC	GS	9		
Do	Special Assistant	Sherice Dillard	SC	GS	13		
Do	Senior Advisor	Nathaniel W. Jackson	SC	GS	15		
	OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Donald B. Moulds	NA	ES			
Do	Deputy Assistant Secretary (Human Services Policy).	Ajay Chaudry	NA	ES			
Do	Deputy Assistant Secretary (Health Policy)	Richard Gray Kronick	NA	ES			
Do	Deputy Assistant Secretary (Disability, Aging, and Long-Term Care Policy).	Peter Kemper	NA	ES			
Do	Associate Deputy Assistant Secretary (Disability, Aging, and Long-Term Care Policy).	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Planning and Evaluation (Science and Data Policy).	do	CA	ES			
Do	Director, Center for Faith Based and Community Initiatives.	Alexia Kathryn Kelley	NA	ES			
Do	Deputy Director	Acacia Tyler Bremberg Salatti.	SC	GS	14		
Do	Senior Advisor, Center for Faith-Based and Neighborhood Partnerships.	Mara L. Vanderslice	SC	GS	15		
Do	Director, Office of Health Reform	Michael M. Hash	NA	ES			
Do	Deputy Director, Office of Health Reform	Yvette Emad Fontenot	NA	ES			
Do	Director of Public Health Policy (Office of Health Reform).	Mayra Erika Alvarez	SC	GS	14		
Do	Director of Policy Coverage (Office of Health Reform).	Chiquita White Brooks-Lasure.	SC	GS	15		
Do	Director of Delivery System Reform (Office of Health Reform).	Christopher J. Dawe	SC	GS	15		
Do	Senior Policy Analyst (Office of Health Reform).	Catherine Rose Oakar	SC	GS	14		
Do	Associate Deputy Assistant Secretary (Health Policy).	Career Incumbent	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR HEALTH						
Do	Assistant Secretary	Howard K. Koh, M.D.	PAS	EX	IV		
Do	Surgeon General	Regina M. Benjamin, M.D.	PAS	OT		4 Years	11/02/13
Do	Senior Advisor	Vacant		ES			
New York, NY	Regional Health Administrator, Region II, New York.	Career Incumbent	CA	ES			
Philadelphia, PA	Regional Health Administrator, Region III, Philadelphia.	do	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Kansas City, MO ...	Regional Health Administrator, Region VII, Kansas City.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Principal Deputy Assistant Secretary	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary (Healthcare Quality).	.....do	CA	ES	.....	.....	
Do	Director, Office of HIV/AIDS Policy	.....do	CA	ES	.....	.....	
Do	Director, Office of Research Integrity	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Population Affairs.	Marilyn Keefe	NA	ES	.....	.....	
Do	Deputy Assistant Secretary (Science and Medicine).	Career Incumbent	CA	ES	.....	.....	
Do	Director of Communications	Jenny Thalheimer Rosenberg.	SC	GS	15	.....	
Do	Executive Director, President's Council on Fitness, Sports and Nutrition.	Shellie Yvonne Pfohl	SC	GS	15	.....	
Do	Special Assistant	Bradley Edward Wolters ...	SC	GS	13	.....	
Do	Confidential Assistant	Kirby L. K. Bumpus	SC	GS	11	.....	
	OFFICE OF GLOBAL HEALTH AFFAIRS						
Do	Director	Nils Daulaire, M.D.	NA	ES	.....	.....	
Do	Deputy Director	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor	Vacant	.....	ES	.....	.....	
Do	Associate Director, Strategy and Policy Division.	Holly Wong	NA	ES	.....	.....	
Do	Special Assistant to the Director	Maeve McKean	SC	GS	14	.....	
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy General Counsel	William B. Schultz	NA	ES	.....	.....	
Do	Deputy General Counsel and Counselor to the Office of Health Reform.	Kenneth Young Choe	NA	ES	.....	.....	
Do	Deputy General Counsel	Gia Lee	NA	ES	.....	.....	
Do	.....do	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Associate General Counsel	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel, Public Health (National Institutes of Health).	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel, Program Integrity.	.....do	CA	ES	.....	.....	
Do	Special Assistant to the Deputy General Counsel.	.....do	CA	ES	.....	.....	
Do	Confidential Assistant	Daniel R. Suvor	SC	GS	12	.....	
	Chief Counsels						
New York, NY	Chief Counsel Region II	Career Incumbent	CA	ES	.....	.....	
Atlanta, GA	Chief Counsel, Region IV	.....do	CA	ES	.....	.....	
Chicago, IL	Chief Counsel, Region V	.....do	CA	ES	.....	.....	
Dallas, TX	Chief Counsel, Region VI	.....do	CA	ES	.....	.....	
San Francisco, CA	Chief Counsel, Region IX	.....do	CA	ES	.....	.....	
Seattle, WA	Chief Counsel, Region X	Vacant	.....	ES	.....	.....	
	Associate General Counsel Divisions						
Washington, DC	Associate General Counsel, Legislation Division.	Career Incumbent	CA	ES	.....	.....	
Rockville, MD	Associate General Counsel, Public Health	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel, Public Health and Science.	.....do	CA	ES	.....	.....	
Do	Associate General Counsel, Food and Drug Division.	.....do	CA	ES	.....	.....	
Washington, DC	Associate General Counsel, Civil Rights Division.	.....do	CA	ES	.....	.....	
Do	Associate General Counsel, Centers for Medicaid and Medicare Services.	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel, Procurement, Fiscal, and Information Law.	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel, Centers for Medicare and Medicaid Services Division.	.....do	CA	ES	.....	.....	
Woodlawn, MD	Deputy Associate General Counsel, Litigation	.....do	CA	ES	.....	.....	
Washington, DC	Associate General Counsel Children, Family and Aging Division.	.....do	CA	ES	.....	.....	
Do	Deputy Associate General Counsel	Vacant	.....	ES	.....	.....	
Atlanta, GA	Deputy Associate General Counsel for Public Health (Disease Control).	Career Incumbent	CA	ES	.....	.....	
	OFFICE FOR CIVIL RIGHTS						
Washington, DC	Director	Leon Rodriguez	NA	ES	.....	.....	
Do	Deputy Director	Career Incumbent	CA	ES	.....	.....	

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Director for Management Operations	Vacant	.....	ES	.....	.....	
Do	Deputy Director for Programs and Policy	Karen V. Walker Bryce	NA	ES	.....	.....	
Do	Senior Advisor	Juliet Kwon Choi	NA	ES	.....	.....	
Do	Deputy Director for Health Information Privacy.	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Deputy Director, Enforcement and Regional Operations.	.....do	CA	ES	.....	.....	
	ADMINISTRATION ON AGING						
Do	Assistant Secretary	Kathy J. Greenlee	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary for Policy and Management.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Policy and Programs.	.....do	CA	ES	.....	.....	
Do	Director, Office of Actuarial Integrity	.....do	CA	ES	.....	.....	
Do	Special Assistant	Erin Bailey Fitzgerald	SC	GS	13	.....	
	OFFICE OF THE ASSISTANT SECRETARY FOR CHILDREN AND FAMILIES						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy Assistant Secretary	George Henry Sheldon	NA	ES	.....	.....	
Do	Director, Office of Planning, Research and Evaluation.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary and Inter-Departmental Liaison for Early Childhood Development.	Linda Kay Smith	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for Policy	Mark H. Greenberg	NA	ES	.....	.....	
Do	Senior Advisor	Career Incumbent	CA	ES	.....	.....	
Do	Chief Medical Officer	George Lamonte Askew, M.D..	NA	ES	.....	.....	
Do	Director, Office of Child Care	Shannon L. Rudisill	NA	ES	.....	.....	
Do	Senior Advisor	Melissa Jaacks	TA	ES	.....	.....	09/09/14
Do	.....do	Miriam Elena Calderon	SC	GS	15	.....	
Do	Confidential Assistant	Miya Nicole Cain	SC	GS	11	.....	
Do	Confidential Assistant to the Deputy Assistant Secretary and Inter-Departmental Liaison for Early Childhood Development.	Shantel Elizabeth Meek	SC	GS	12	.....	
Do	Confidential Assistant to the Deputy Assistant Secretary for Policy, Administration for Children and Families.	Alicia Lynn Sutton	SC	GS	12	.....	
Do	Special Assistant to the Principal Deputy Assistant Secretary.	Mariestella Fischer	SC	GS	13	.....	
	Office of Information Systems Management						
Boston, MA	Regional Hub Director	Career Incumbent	CA	ES	.....	.....	
Atlanta, GA	.....do	.....do	CA	ES	.....	.....	
New York, NY	.....do	.....do	CA	ES	.....	.....	
San Francisco, CA	.....do	.....do	CA	ES	.....	.....	
Washington, DC	Director Regional Operations and State Systems.	.....do	CA	ES	.....	.....	
Dallas, TX	Regional Hub Director	.....do	CA	ES	.....	.....	
	Administrator for Children, Youth and Families / Office of Commissioner						
Washington, DC	Commissioner	Bryan H. Samuels	PAS	EX	V	.....	
Do	Special Assistant	Sarah Elizabeth Hunter	SC	GS	13	.....	
Do	Project Manager	Vacant	.....	ES	.....	.....	
Do	Senior Advisor	.....do	.....	ES	.....	.....	
Do	Director, Office of Head Start	Yvette L. Sanchez-Fuentes	NA	ES	.....	.....	
Do	Deputy Director, Office of Head Start	Career Incumbent	CA	ES	.....	.....	
Do	Project Manager, Office of Head Start	Vacant	.....	ES	.....	.....	
Do	Director, Office of Information Services and Deputy Chief Information Officer.	Career Incumbent	CA	ES	.....	.....	
	Office of Family Assistance / Office of the Director						
Do	Director	Earl Stephen Johnson III ..	NA	ES	.....	.....	
	Office of Child Support Enforcement / Office of the Director						
Do	Deputy Director	Vicki Anne Turetsky	NA	ES	.....	.....	
	Office of Refugee Resettlement / Office of the Director						
Do	Director	Eskinder Negash	NA	ES	.....	.....	

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Administration on Developmental Disability/Office of Commissioner						
Washington, DC	Commissioner	Sharon B. Lewis	NA	ES			
	Administration for Native Americans/Office of Commissioner						
Do	Commissioner	Lillian A. Sparks	PAS	EX	V		
	Office of Legislative Affairs and Budget						
Do	Director	Career Incumbent	CA	ES			
	Office of Public Affairs						
Do	Director	Marrianne McMullen	SC	GS	15		
Do	Special Assistant	Jesus Gonzalo Garcia	SC	GS	13		
	Office of Community Services/Office of the Director						
Do	Director	Eugenia Lynn Chaffin	NA	ES			
	CENTERS FOR MEDICARE AND MEDICAID SERVICES						
Do	Administrator	Vacant	PAS	EX	IV		
Woodlawn, MD	Principal Deputy Administrator	Marilyn B. Tavenner	NA	ES			
Do	Deputy Chief Operating Officer	Career Incumbent	CA	ES			
Baltimore, MD	Chief of Staff	Aryana C. Khalid	NA	ES			
Do	Senior Advisor	Ajay Gupta	SC	GS	15		
Do	Confidential Assistant to the Chief of Staff	Nicole Michelle Dickelson	SC	GS	9		
Washington, DC	Special Assistant to the Administrator	Charles Joseph McCannon	SC	GS	15		
	Center for Consumer Information and Insurance Oversight						
Do	Deputy Administrator and Director	Vacant		ES			
Woodlawn, MD	Deputy Center Director	do	CA	ES			
Washington, DC	Senior Advisor	Teresa Diane Miller	NA	ES			
Do	Director, Oversight Group	Career Incumbent	CA	ES			
Do	Director, Insurance Programs Group	Richard Arthur Popper	NA	ES			
Do	Director, Consumer Support Group	Career Incumbent	CA	ES			
	Center for Medicare and Medicaid Innovation						
Woodlawn, MD	Director	Richard J. Gilfillan	NA	ES			
Baltimore, MD	Deputy Director	Vacant		ES			
Woodlawn, MD	Deputy Director for Operations	Career Incumbent	CA	ES			
Do	Senior Advisor	Rahul Rajkumar	NA	ES			
Do	Associate Director for Campaign Leadership and Co-Director, Partnership for Patients Initiative.	Career Incumbent	CA	ES			
	Office of Public Engagement						
Washington, DC	Director	Maria Teresa Nino	NA	ES			
Do	Director, Office of Communications, Centers for Medicare and Medicaid Services.	Julia Green Bataille	NA	ES			
Woodlawn, MD	Director, Medicare Ombudsman Group	Career Incumbent	CA	ES			
Washington, DC	Director, Emergency Preparedness and Response Operations.	do	CA	ES			
	Office of Legislation						
Do	Director	Lauren E. Aronson	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
	Office of Strategic Operations and Regulatory Affairs						
Do	Director	Vacant		ES			
	Office of Clinical Standards and Quality						
Woodlawn, MD	Director	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Director, Information System Group	do	CA	ES			
Do	Director, Quality Improvement Group	do	CA	ES			
	Center for Strategic Planning						
Baltimore, MD	Deputy Administrator	Anthony D. Rodgers	NA	ES			
Woodlawn, MD	Director, Federal Coordinated Health Care Office.	Melanie Marie Bella	NA	ES			
	Center for Medicare						
Baltimore, MD	Director, Center for Medicare Management	Jonathan D. Blum	NA	ES			
Woodlawn, MD	Director, Chronic Care Policy Group	Career Incumbent	CA	ES			
Do	Director Provider Billing Group	do	CA	ES			
Do	Deputy Center Director	do	CA	ES			
Baltimore, MD	Director, Hospital and Ambulatory Policy Group.	do	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Woodlawn, MD	Director, Medicare Drug and Health Plan Contract Administration Group.	Career Incumbent	CA	ES			
Do	Director, Medicare Drug Benefit Group	do	CA	ES			
Do	Director, Medicare Enrollment and Appeals Group.	Vacant		ES			
Do	Director, Medicare Plan Payment Group	Career Incumbent	CA	ES			
Do	Deputy Center Director, Center for Medicare	do	CA	ES			
Do	Director, Program Compliance and Oversight Group.	Vacant		ES			
	Center for Program Integrity						
Baltimore, MD	Deputy Administrator	Peter Paul Budetti	NA	ES			
Woodlawn, MD	Deputy Director for Policy	Career Incumbent	CA	ES			
Do	Deputy Director for Operations	do	CA	ES			
	Center for Medicaid, Chip and Survey and Certification						
Do	Director, Center for Medicaid State Operations.	Cynthia R. Mann	NA	ES			
Do	Deputy Center Director	Career Incumbent	CA	ES			
Do	Director, Family and Children's Health Programs Group.	do	CA	ES			
Do	Director, Disabled and Elderly Health Programs Group.	do	CA	ES			
Do	Director, Survey and Certification Group	do	CA	ES			
Do	Deputy Center Director	do	CA	ES			
Do	Director, Data and Systems Group	do	CA	ES			
Do	Director, Financial Management Group	do	CA	ES			
	Chief Operating Officer						
Do	Director Budget and Analysis Group	do	CA	ES			
Do	Director, Office of Operations Management	do	CA	ES			
Do	Deputy Director, Office of Operations Management.	do	CA	ES			
Do	Director, Enterprise Databases Group	do	CA	ES			
Do	Director, Financial Management Systems Group.	do	CA	ES			
Do	Director, Enterprise Architecture and Strategy Group.	do	CA	ES			
Do	Director, Enterprise Data Center Group	do	CA	ES			
Do	Director, Business Applications Management Group.	do	CA	ES			
Do	Director, Information Services Design and Development Group.	Vacant		ES			
Chicago, IL	Chicago Consortium Administrator	Career Incumbent	CA	ES			
New York, NY	New York Consortium Administrator	do	CA	ES			
Kansas City, MO	Kansas City Consortium Administrator	do	CA	ES			
Dallas, TX	Dallas Consortium Administrator	do	CA	ES			
Atlanta, GA	Atlanta Regional Administrator	do	CA	ES			
Philadelphia, PA	Philadelphia Regional Administrator	do	CA	ES			
Boston, MA	Boston Regional Administrator	Vacant		ES			
Seattle, WA	Seattle Regional Administrator	Career Incumbent	CA	ES			
San Francisco, CA	San Francisco Regional Administrator	do	CA	ES			
Denver, CO	Denver Regional Administrator	do	CA	ES			
Woodlawn, MD	Director, Provider Compliance Group	do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR HEALTH						
Washington, DC	Deputy Assistant Secretary	do	CA	ES			
	SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION						
Rockville, MD	Administrator	Pamela S. Hyde	PAS	EX	IV		
Do	Deputy Administrator	Vacant		ES			
Do	Deputy for Operations	Career Incumbent	CA	ES			
Do	Principal Deputy Administrator	do	CA	ES			
Do	Director, Office of Policy, Planning and Innovation.	do	CA	ES			
Do	Executive Director President's New Freedom Commission.	Vacant		ES			
Do	Senior Associate for Medical Affairs	do		ES			
Do	Senior Advisor to the Administrator	do		ES			
Do	Executive Officer/Director, Office of Program Services.	Career Incumbent	CA	ES			
Do	Deputy Director, Office of Program Services	Vacant		ES			
Do	Director, Office of Applied Studies	do		ES			
Do	Associate Administrator, Extramural Affairs	do		ES			
Do	Associate Administrator, Communications	do		ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Rockville, MD	Senior Advisor to the Administrator	Miriam E. Delphin-Rittmon.	NA	ES			
Do	Director of Special Initiatives	Vacant		ES			
Washington, DC	Senior Associate for Behavioral Health and Interagency Coordination.	do		ES			
	Center for Substance Abuse Prevention						
Rockville, MD	Director	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	do	Vacant		ES			
Do	Director, Division of Systems Development	do		ES			
	Center for Mental Health Services						
Do	Deputy Director	Career Incumbent	CA	ES			
	Center for Substance Abuse Treatment						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	CENTERS FOR DISEASE CONTROL AND PREVENTION						
Atlanta, GA	Director	Thomas R. Frieden	NA	ES			
Washington, DC	Associate Director	Career Incumbent	CA	ES			
Atlanta, GA	Director, Human Capital and Resources Management Office.	Vacant		ES			
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Chief Security Officer	Vacant		ES			
Do	Senior Advisor to the Director of the Chief Human Capital and Resources Office.	Career Incumbent	CA	ES			
Do	Deputy Chief Operating Officer	Vacant		ES			
Do	Chief Information Security Officer	Career Incumbent	CA	ES			
Do	Supervisory Public Health Advisor	do	CA	ES			
Do	Senior Advisor to the Director for Global Health Affairs.	Vacant		ES			
Do	Budget Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Financial Officer	Vacant		ES			
Do	Associate Director, Policy	Career Incumbent	CA	ES			
Do	Associate Director, Communications	Vacant		ES			
Do	Chief Operating Officer	do		ES			
Do	Deputy Director, State, Tribal, Local, and Territorial Support.	Career Incumbent	CA	ES			
Do	Special Advisor to the Center for Disease Control Director.	do	CA	ES			
Do	Director, Office of Diversity Management and Equal Employment Opportunity.	do	CA	ES			
Do	Deputy Director, Global Health Policy and Communications.	do	CA	ES			
Do	Associate Director, Global Health Development.	do	CA	ES			
Do	Deputy Director, Management and Overseas Operations.	do	CA	ES			
Do	Financial Manager	do	CA	ES			
Do	Special Projects Advisor	do	CA	ES			
Do	Business Services Performance Officer	do	CA	ES			
Do	Program Management Officer	do	CA	ES			
	National Center for Chronic Disease Prevention and Health Promotion						
Do	Deputy Director	do	CA	ES			
	Office of Terrorism Preparedness and Emergency Response						
Do	Director, Strategic National Stockpile	do	CA	ES			
Do	Deputy Director, Office of Public Health Preparedness and Response.	do	CA	ES			
	Coordinating Center for Infectious Diseases						
Do	Deputy Director, National Center for HIV/AIDS, Viral Hepatitis, Sexually Transmitted Diseases, and Tuberculosis Prevention.	do	CA	ES			
	FOOD AND DRUG ADMINISTRATION						
	Office of the Commissioner						
Rockville, MD	Commissioner of Food and Drugs	Margaret A. Hamburg, M.D..	PAS	EX	IV		
Do	Assistant Commissioner for Science Coordination.	Vacant		ES			
Do	Chief of Staff	Lisa L. Barclay	NA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Silver Spring, MD	Senior Advisor	Meghan Scott	SC	GS	15		
Rockville, MD	Deputy Commissioner for Operations (Chief Operating Officer).	Vacant		ES			
Do	Assistant Commissioner for International Programs.	Career Incumbent	CA	ES			
Do	Deputy Commissioner for Policy	Vacant		ES			
Do	Senior Advisor for International Policy and Communications.	do		ES			
Do	Director, Office of Budget Formulation and Presentation.	Career Incumbent	CA	ES			
Do	Associate Commissioner for Legislation	do	CA	ES			
Do	Deputy Chief of Staff, Food and Drug Administration.	Vacant		ES			
Do	Assistant Commissioner for Legislation	do		ES			
Do	Assistant Commissioner for Management (Operations).	do		ES			
Do	Director, Resource Planning and Strategic Management Staff, Office of Foods.	do		ES			
Do	Deputy Chief Information Officer	Career Incumbent	CA	ES			
Do	Associate Commissioner for Operations	Vacant		ES			
Do	Assistant Commissioner for Policy	Career Incumbent	CA	ES			
Do	Executive Officer, Office of the Commissioner	do	CA	ES			
Do	Associate Director for Management	do	CA	ES			
White Oak, MD	Director of Policy, Center for Tobacco Products.	do	CA	ES			
Rockville, MD	Associate Director, Office of Regulations	do	CA	ES			
Do	Senior Advisor, Office of Scientific Integrity	do	CA	ES			
Do	Senior Economic Advisor, Office of Policy, Planning and Budget.	Vacant		ES			
Do	Director, Office of Financial Operations	Career Incumbent	CA	ES			
White Oak, MD	Deputy Commissioner for Administration	Vacant		ES			
Rockville, MD	Deputy Commissioner for Foods	Career Incumbent	CA	ES			
Do	Counselor to the Commissioner	do	CA	ES			
Do	Associate Commissioner for Administration	Vacant		ES			
White Oak, MD	Director, Office of Health Communication and Education.	Career Incumbent	CA	ES			
Silver Spring, MD	Deputy Commissioner for Global Regulatory Operations and Policy.	do	CA	ES			
	Office of External Relations						
Rockville, MD	Associate Commissioner for External Affairs	Virginia A. Cox	NA	ES			
Silver Spring, MD	Assistant Commissioner for Public Affairs	Steven T. Immergut	NA	ES			
Rockville, MD	Assistant Commissioner for External Relations.	Career Incumbent	CA	ES			
	Office of Policy and Planning						
Do	Assistant Commissioner for Planning	do	CA	ES			
Do	Associate Commissioner for Policy and Planning.	Vacant		ES			
	Office of Chief Counsel						
Do	Deputy Associate General Counsel for Litigation Food and Drug Division.	Career Incumbent	CA	ES			
Do	Associate General Counsel Food and Drug Division.	Vacant		ES			
Do	Deputy Associate General Counsel/Deputy Chief Counsel.	do		ES			
Do	Associate Deputy Chief Counsel for Litigation	do		ES			
	Office of Management						
Do	Associate Commissioner	do		ES			
Do	Chief Information Officer	do		ES			
Do	Chief of Shared Services	do		ES			
Do	Director, Office of Real Property Services	do		ES			
Do	Director, Office of Information Technology Shared Services, Office of Management.	do		ES			
Do	Director White Oak Consolidation Program	Career Incumbent	CA	ES			
Do	Assistant Commissioner for Management	Vacant		ES			
Do	Associate Director for Management	Career Incumbent	CA	ES			
Do	Director, Information Technology Systems	Vacant		ES			
Do	Director, Information Technology Infrastructure.	do		ES			
Silver Spring, MD	Director, Office of Facilities	do		ES			
	Office of Regulatory Affairs						
United States	Deputy Associate Commissioner for Regulatory Affairs.	do	CA	ES			
Rockville, MD	Director, Office of Regional Operations	do		ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Rockville, MD	Director, Office of Resource Management	Vacant		ES			
Philadelphia, PA	Regional Food and Drug Director, Central Region.	Career Incumbent	CA	ES			
Rockville, MD	Regional Food and Drug Director, Pacific Region.	do	CA	ES			
	Center for Biologics Evaluation and Research						
Bethesda, MD	Associate Center Director for Policy	do	CA	ES			
	Center for Drug Evaluation and Research						
Rockville, MD	Director, Office of Pharmaceutical Science	Career Incumbent	CA	ES			
Do	Associate Director for Planning and Business	Career Incumbent	CA	ES			
Do	Associate Director for Policy	do	CA	ES			
Do	Senior Advisor	Vacant		ES			
	Center for Devices and Radiological Health						
Silver Spring, MD	Deputy Director for Policy, Center for Devices and Radiological Health.	Career Incumbent	CA	ES			
Rockville, MD	Deputy Director, Office of Compliance	Vacant		ES			
Do	Deputy Director, Center for Devices and Radiological Health.	do		ES			
Do	Senior Associate Director, Center for Devices and Radiological Health.	do		ES			
Do	Executive Officer	Career Incumbent	CA	ES			
Do	Director, Office of Surveillance and Biometrics.	Vacant		ES			
Do	Director, Office of Communications, Education and Radiation Programs.	Career Incumbent	CA	ES			
	Center for Food Safety and Applied Nutrition						
Washington, DC	Director	do	CA	ES			
Do	Associate Director of Regulations	Vacant		ES			
Rockville, MD	Executive Officer	Career Incumbent	CA	ES			
	Center for Veterinary Medicine						
Rockville, MD	Director, Office of New Animal and Drug Evaluation.	do	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Associate Director for Policy and Regulations	Vacant		ES			
Do	Associate Director for Policy and Executive Programs.	Career Incumbent	CA	ES			
	HEALTH RESOURCES AND SERVICES ADMINISTRATION OFFICE OF THE ADMINISTRATOR						
Do	Administrator	Mary K. Wakefield, Ph.D.	NA	ES			
Do	Director, Office of Financial Policy and Controls and Chief Financial Officer.	Career Incumbent	CA	ES			
Do	Deputy Administrator	do	CA	ES			
Do	Director, Office of Budget	do	CA	ES			
Do	Director, Office of Legislation	Vacant		ES			
Do	Associate Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator for Operations	do	CA	ES			
Do	Director, Office of Acquisitions Management and Policy.	do	CA	ES			
Do	Director, Office of Planning and Evaluation	do	CA	ES			
Do	Associate Administrator, Chief Financial Officer.	do	CA	ES			
Do	Director, Office of Equal Opportunity and Civil Rights.	do	CA	ES			
Do	Associate Administrator, Office of Rural Health Policy.	do	CA	ES			
Do	Associate Administrator, Office of Regional Operations.	do	CA	ES			
Do	Director, Office of Information Technology and Chief Information Officer.	do	CA	ES			
Do	Associate Administrator, Healthcare Systems Bureau.	do	CA	ES			
Do	Special Assistant to the Administrator	do	CA	ES			
Do	Deputy Associate Administrator, Healthcare Systems Bureau.	do	CA	ES			
Do	Director, Office of Communications	do	CA	ES			
Do	Associate Administrator, Office of Federal Assistance Management.	do	CA	ES			
Do	Special Assistant	Elizabeth Shipman Lee	SC	GS	13		
	Office of Performance Review						
Do	Deputy Associate Administrator	Career Incumbent	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Healthcare Systems Bureau						
Rockville, MD	Deputy Associate Administrator	Career Incumbent	CA	ES			
Do	Senior Advisor for Special Initiatives, Healthcare Systems Bureau.	do	CA	ES			
Do	Deputy Associate Administrator	do	CA	ES			
	HIV/AIDS Bureau						
Do	Deputy Associate Administrator	do	CA	ES			
	Bureau of Clinician Recruitment and Services						
Do	Associate Administrator	do	CA	ES			
Do	Deputy Associate Administrator	do	CA	ES			
	Maternal and Child Health Bureau						
Do	Associate Administrator	do	CA	ES			
Do	Deputy Associate Administrator	do	CA	ES			
Do	Director, Division of Services for Children With Special Health Needs.	do	CA	ES			
	Bureau of Health Professions						
Do	Associate Administrator	Vacant		ES			
Do	Deputy Associate Administrator	Career Incumbent	CA	ES			
	Bureau of Primary Health Care						
Do	Associate Administrator	do	CA	ES			
Do	Deputy Associate Administrator	Vacant		ES			
Do	Executive Associate Administrator for Programs.	Career Incumbent	CA	ES			
	INDIAN HEALTH SERVICE						
Do	Director	Yvette D. Roubideaux, M.D..	PAS	EX	V		
Do	Deputy Director for Management Operations	Career Incumbent	CA	ES			
Do	Director, Office of Information Technology	do	CA	ES			
Do	Director, Office of Resource Access and Partnerships.	do	CA	ES			
Do	Deputy Director for Indian Health Policy	do	CA	ES			
Do	Senior Advisor to the Director	Geoffrey Scott Roth	NA	ES			
Phoenix, AZ	Chief Executive Officer, Phoenix Indian Medical Center.	Vacant		ES			
Rockville, MD	Deputy Director	Career Incumbent	CA	ES			
Do	Director, Office of Direct Service and Contracting Tribes.	Vacant		ES			
Anchorage, AK	Director, Alaska Area	Career Incumbent	CA	ES			
Window Rock, AZ	Director, Navajo Area	do	CA	ES			
Phoenix, AZ	Director, Phoenix Area Office	do	CA	ES			
Sacramento, CA	Director, California Area	do	CA	ES			
Rockville, MD	Associate Director for Planning, Evaluation, and Legislation.	Vacant		ES			
Bemidji, MN	Director, Bemidji Area	Career Incumbent	CA	ES			
Rockville, MD	Director, Office of Information Technology	Vacant		ES			
Billings, MT	Director, Billings Area	Career Incumbent	CA	ES			
Aberdeen, SD	Director, Aberdeen Area Indian Health Service.	do	CA	ES			
Rockville, MD	Director, Office of Tribal Self-Governance	do	CA	ES			
Nashville, TN	Director Nashville Area	Vacant		ES			
Albuquerque, NM	Director, Albuquerque Area	Career Incumbent	CA	ES			
Rockville, MD	Director, Office of Urban Indian Health Policy.	do	CA	ES			
Oklahoma City, OK	Director, Oklahoma City Area	do	CA	ES			
Rockville, MD	Director Office of Public Health Support	Vacant		ES			
Do	Director, Office of Clinical and Preventive Services.	do		ES			
Phoenix, AZ	Executive Advisor to the Director	Career Incumbent	CA	ES			
Portland, OR	Director, Portland Area	Vacant		ES			
Rockville, MD	Deputy Director, Office of Management Services.	Career Incumbent	CA	ES			
Billings, MT	Director, Billings Area	Vacant		ES			
Tucson, AZ	Director, Tucson Area	Career Incumbent	CA	ES			
Rockville, MD	Director, Office of Tribal Self-Governance	Vacant		ES			
Portland, OR	Director, Portland Area	Career Incumbent	CA	ES			
Rockville, MD	Director, Office of Management Services	Vacant		ES			
	NATIONAL INSTITUTES OF HEALTH						
	Office of the Director						
Bethesda, MD	Director	Francis S. Collins, M.D., Ph.D..	PAS	EX	IV		
Do	Director, Office of Management Assessment	Career Incumbent	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bethesda, MD	Associate Director for Management	Career Incumbent	CA	ES			
Do	Associate Director for Communications and Public Liaison.	do	CA	ES			
Do	Associate Director for Budget	do	CA	ES			
Durham, NC	Associate Director of Management	do	CA	ES			
Bethesda, MD	Director, Human Resources	Vacant		ES			
Do	Director, Office of Research Services	Career Incumbent	CA	ES			
Do	Associate Director, Legislative Policy Analysis	do	CA	ES			
Do	Associate Director, Research on Women's Health.	Vacant		ES			
Do	Director, Office of Equal Opportunity	Career Incumbent	CA	ES			
Do	Deputy Director, Management	do	CA	ES			
Do	Senior Advisor to Deputy Director	Vacant		ES			
Do	Deputy Director, Division of Program Coordination, Planning, and Strategic Initiatives.	Career Incumbent	CA	ES			
	National Heart, Lung and Blood Institute						
Do	Associate Director for Administrative Management.	do	CA	ES			
	National Cancer Institute						
Do	Director	Harold E. Varmus	PA	OT			
Do	Deputy Director	Career Incumbent	CA	ES			
Rockville, MD	Director, Office of Communications and Education.	do	CA	ES			
	National Institutes of Allergy and Infectious Diseases						
Bethesda, MD	Director, Office of Strategic Planning and Financial Management.	Vacant		ES			
Do	Chief, Laboratory of Molecular Microbiology	Malcolm A. Martin	XS	OT	$194,017		
	National Institutes of Child Health and Human Development						
Do	Associate Director, Office of Science Policy, Analysis and Communication.	Career Incumbent	CA	ES			
	National Institutes of Neurological Disorders and Stroke						
Do	Associate Director for Management	do	CA	ES			
Do	Senior Advisor to the Director	Vacant		ES			
	Center for Information Technology						
Do	Deputy Director	Career Incumbent	CA	ES			
	National Human Genome Research Institute						
Do	Assistant Director for Policy and Public Affairs.	Vacant		ES			
	National Institute on Drug Abuse						
Rockville, MD	Director, Office of Science Policy and Communications.	do		ES			
	National Institute of Mental Health						
Do	Associate Director for Management	Career Incumbent	CA	ES			
	AGENCY FOR HEALTHCARE RESEARCH AND QUALITY						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Director, Center for Outcomes and Evidence	do	CA	ES			
Do	Senior Science Advisor for Information Technology.	do	CA	ES			
Do	Director, Policy Coordination, Executive Secretary and Department Liaison.	do	CA	ES			
Do	Director, Information Technology	do	CA	ES			

DEPARTMENT OF HEALTH AND HUMAN SERVICES OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Daniel R. Levinson	PAS	OT	$170,259		

DEPARTMENT OF HOMELAND SECURITY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Janet A. Napolitano	PAS	EX	I		
Do	Senior Counselor	Alice C. Hill	NA	ES			
Do	Counselor	Subhasri Ramanathan	NA	ES			
Do	.....do	John Sandweg	NA	ES			
Do	Confidential Assistant	Jacquenetta Wright	SC	GS	15		
	Office of the Chief of Staff						
Do	Chief of Staff	Noah Kroloff	NA	ES			
Do	Deputy Chief of Staff	Amy L. Shlossman	NA	ES			
Do	White House Liaison	Alison K. Schwartz	SC	GS	15		
Do	Deputy White House Liaison	Jacklyn Dao	SC	GS	13		
Do	Special Assistant to the Deputy Chief of Staff	Neema S. Guliani	SC	GS	14		
Do	.....do	Matthew Angelo	SC	GS	12		
Do	.....do	Daniel Grant	SC	GS	12		
Do	.....do	Stephanie K Y Speirs	SC	GS	9		
Do	Deputy Director of Scheduling	Abigail A. Page	SC	GS	12		
Do	Deputy Director of Scheduling and Protocol Coordination.	Mary Ellen Brown	SC	GS	14		
Do	Confidential Assistant to the Chief of Staff	Brianna McCullough	SC	GS	7		
Do	Advance Representative	Dina Hadziselimovic	SC	GS	11		
	Office of the Executive Secretary for Operations and Administration						
Do	Executive Secretary	Philip A. McNamara	NA	ES			
Do	Senior Liaison Officer	Diane Saunders	SC	GS	15		
Do	Secretary Briefing Book Coordinator	Andrew C. Ledbetter	SC	GS	9		
Do	Deputy Secretary Briefing Book Coordinator	Jordan Acker	SC	GS	11		
	OFFICE OF THE DEPUTY SECRETARY						
Do	Deputy Secretary	Jane Holl Lute	PAS	EX	II		
Do	Chief of Staff and Counselor	Brian deVallance	NA	ES			
Do	Counselor	Career Incumbent	CA	ES			
Do	Executive Assistant	Erin A. O'Connor	SC	GS	15		
Do	Special Assistant	Philip M. Stupak	SC	GS	12		
Do	Advisor to the Chief of Staff	Jacob N. Heller	SC	GS	12		
	Office of the Chief Privacy Officer						
Do	Chief Privacy Officer	Mary Ellen Callahan	NA	ES			
Do	Deputy Chief Privacy Officer	Vacant	.....	ES			
Do	Deputy Chief Freedom of Information Act Officer.	Career Incumbent	CA	ES			
Do	Special Assistant	Jennifer M. Lee	SC	GS	13		
	Office for Civil Rights and Civil Liberties						
Do	Officer for Civil Rights and Civil Liberties	Vacant	.....	ES			
	Office of Counternarcotics Enforcement						
Do	Director	.....do	PAS	EX			
	Ombudsman, Citizenship and Immigration Services						
Do	Ombudsman	.....do	.....	ES			
	Office of the Assistant Secretary for Public Affairs						
Do	Assistant Secretary	.....do	.....	ES			
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Strategic Communications.	Heather Wendy Wong	NA	ES			
Do	Director of Speechwriting	Gregory Michaelidis	SC	GS	15		
Do	Speechwriter to the Secretary	Harry Julius Kruglik	SC	GS	14		
Do	Press Secretary	Matthew M. Chandler	SC	GS	13		
Do	Deputy Press Secretary	Marsha L. Catron	SC	GS	13		
Do	.....do	Peter C. Boogaard	SC	GS	12		
Do	Director of Strategic Communications	Sara A. Kuban	SC	GS	13		
Do	Assistant Press Secretary	Nicole Theresa Stickel	SC	GS	11		
Do	Director of Special Projects	Colin D. Walsh	SC	GS	11		
Do	Press Assistant	Sze-Yian Lee	SC	GS	7		
	Office of the Assistant Secretary for Intergovernmental Affairs						
Do	Assistant Secretary	Elizabeth H. Markey	NA	ES			
Do	Principal Deputy Assistant Secretary	Jarrod N. Bernstein	NA	ES			
Do	State and Local Coordinator	Jennifer Hoelzle	SC	GS	14		
Do	Local Affairs Coordinator	Danielle Kimberly Decker	SC	GS	9		
Do	Confidential Assistant	Katelyn Anna Horne	SC	GS	7		

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Assistant Secretary for Legislative Affairs						
Washington, DC	Assistant Secretary	Nelson Peacock	NA	ES			
Do	Deputy Assistant Secretary	Leslie M. Gross-Davis	NA	ES			
Do	do	Dennis Michael Stroud, Jr.	NA	ES			
Do	Director of Legislative Affairs for Intelligence and Analysis.	Connie LaRossa	SC	GS	15		
Do	Senior Advisor to the Assistant Secretary	Kimonia L. Alfred	SC	GS	14		
Do	Legislative Affairs Specialist	Chloe I. Himmel	SC	GS	11		
Do	do	Alfonso Lopez	SC	GS	11		
	Office of Operations Coordination and Planning Directorate						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Chief of Staff	do	CA	ES			
Do	Senior Advisor to the Chief of Staff	Barbara A. Saliunas	TA	ES			12/04/13
Do	Director, National Operations Center	Career Incumbent	CA	ES			
Do	Director, Resources Division	do	CA	ES			
Do	Director, Incident Management and Interagency Planning Division.	do	CA	ES			
Do	Director, Operations Coordination Division	do	CA	ES			
Do	Director, Doctrine and Concept Development	do	CA	ES			
Do	Department of Homeland Security Advisor to the Department of Defense.	do	CA	ES			
	Domestic Nuclear Detection Office						
Do	Director	Vacant		ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR HEALTH AFFAIRS AND CHIEF MEDICAL OFFICER						
Do	Assistant Secretary	Alexander G. Garza	PAS	EX	IV		
Do	Deputy Assistant Secretary, Health Threats Resilience.	Career Incumbent	CA	ES			
Do	Deputy Director, Health Threats Resilience	Vacant		ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR POLICY						
Do	Assistant Secretary	David F. Heyman	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Leonard P. Joseph	NA	ES			
Do	Senior Director, Immigration and Border Security.	Vacant		ES			
Do	Senior Advisor, Immigration	Esther Olavarria	TA	ES			09/11/13
Do	Executive Director for Analysis	Career Incumbent	CA	ES			
Do	Executive Director for Strategy and Planning	do	CA	ES			
Do	Deputy Assistant Secretary of Chemical, Biological, Radiological, and Nuclear Office.	do	CA	ES			
Do	Deputy Assistant Secretary for Transborder	do	CA	ES			
Do	Assistant Secretary for Strategy, Planning, Analysis and Risk.	do	CA	ES			
Do	Assistant Secretary for State and Local Law Enforcement.	Louis F. Quijas, Jr.	NA	ES			
Do	Assistant Secretary for Private Sector	Douglas A. Smith	NA	ES			
Do	Assistant Secretary for Policy Development	David Pressman	NA	ES			
Do	Deputy Assistant Secretary for Counterterrorism Policy.	Career Incumbent	CA	ES			
Do	Assistant Secretary for International Affairs and Chief Diplomatic Officer.	Alan D. Bersin	NA	ES			
Do	Deputy Assistant Secretary for International Affairs.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for International (Policy).	Vacant		ES			
London, United Kingdom.	Department of Homeland Security Attaché to London.	Career Incumbent	CA	ES			
Kabul, Afghanistan	Department of Homeland Security Attaché to Kabul, Afghanistan.	Vacant		ES			
Washington, DC	Deputy Assistant Secretary for Screening Coordination.	Career Incumbent	CA	ES			
Do	Executive Director, Homeland Security Advisory Council.	Rebecca L. Sharp	SC	GS	15		
Do	Senior Advisor to the Assistant Secretary for Policy.	Holly E. Canevari	SC	GS	15		
Do	Special Assistant	Meagen L. Manning	SC	GS	14		
Do	Chief of Staff, Office of International Affairs	Katrina R. Hartman	SC	GS	14		
Do	Deputy Executive Director, Homeland Security Advisory Council.	Patrick D. McQuillan III	SC	GS	13		

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Assistant	Karen Kay Heinrich	SC	GS	13		
Do	Policy Analyst	Matthew J. Wein	SC	GS	12		
Do	Advisor to the Assistant Secretary for International Affairs and Chief Diplomatic Officer.	Brian Albert	SC	GS	12		
Do	Director, Homeland Security Advisory Council.	William C. Smith, Jr.	SC	GS	11		
Do	Special Assistant	Rebecca Wexler	SC	GS	9		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Ivan K. Fong	PAS	EX	IV		
Do	Counselor to the General Counsel	Jonathan E. Meyer	NA	ES			
Do	Principal Deputy General Counsel	Career Incumbent	CA	ES			
Do	Chief of Staff	Vacant		ES			
Do	Deputy General Counsel	Seth Grossman	NA	ES			
Do	.....do	Audrey J. Anderson	NA	ES			
Do	.....do	Theodore Chuang	NA	ES			
Do	Associate General Counsel for General Law	Career Incumbent	CA	ES			
Do	Associate General Counsel for Immigration	.....do	CA	ES			
Do	Associate General Counsel for Technology Programs.	Vacant		ES			
Do	Associate General Counsel for Intelligence	Career Incumbent	CA	ES			
Do	Associate General Counsel for Regulatory Affairs.	.....do	CA	ES			
Do	Associate General Counsel for Legal Counsel	Vacant		ES			
Do	Deputy Associate General Counsel for Legal Counsel.	Career Incumbent	CA	ES			
Do	Associate General Counsel for Operations and Enforcement.	.....do	CA	ES			
Do	Associate General Counsel for National Protection and Programs Directorate.	.....do	CA	ES			
Do	Deputy Associate General Counsel for National Protection and Programs Directorate.	.....do	CA	ES			
Do	Managing Counsel	Vacant		ES			
Do	Special Advisor to the General Counsel	Jennifer E. Johnston	SC	GS	14		
Do	Counselor to the Principal Deputy General Counsel.	Gena Chieco	SC	GS	13		
Do	Special Assistant to the General Counsel and Attorney Advisor.	J. Lynn Parker	SC	GS	13		
	OFFICE OF THE UNDER SECRETARY FOR NATIONAL PROTECTION AND PROGRAMS DIRECTORATE						
Do	Under Secretary	R. Rand Beers	PAS	EX	III		
Do	Deputy Under Secretary	Suzanne E. Spaulding	NA	ES			
Do	Counselor to the Deputy Under Secretary	Bruce W. McConnell	NA	ES			
Do	Chief of Staff	Vacant		ES			
Do	Director of Communications	Robert M. Davis	TA	ES			08/13/14
Do	Director, Risk Analysis and Modeling	John F. Murphy	TA	ES			11/06/14
Do	Director, National Protection and Programs Directorate (NPPD) Transition.	Randolph Kruger	TA	ES			07/02/14
Do	Associate Director, National Protection and Programs Directorate (NPPD) Transition Program Management Office.	Patrice L. Ward	TA	ES			06/04/13
Do	Assistant Secretary for Infrastructure Protection.	Caitlin A. Durkovich	PA	ES			
Do	Assistant Secretary for Cybersecurity and Telecommunications.	Michael W. Locatis III	NA	ES			
Do	Deputy Under Secretary, Cybersecurity	Mark Weatherford	NA	ES			
Do	Director, United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program.	Career Incumbent	CA	ES			
Do	Chief Technology Officer	.....do	CA	ES			
Do	Chief of Staff, Office of Infrastructure Protection.	Michael A. Beland	SC	GS	15		
Do	Special Advisor	Bridger E. McGaw	SC	GS	15		
Do	Program Analyst - Cybersecurity Strategist	Thomas M. Finan	SC	GS	15		
Do	Senior Advisor for Public Affairs	Gina Flores	SC	GS	15		
Do	Special Counselor to the Under Secretary	Robert K. Knake	SC	GS	15		
Do	Cybersecurity Strategist	Davis A. Hake	SC	GS	12		
Do	Program Coordinator	Caroline B. Simmons	SC	GS	11		
Do	Special Assistant to the Under Secretary, National Protection and Programs.	Patrick Barry	SC	GS	9		
Do	Confidential Assistant	Kindall Johnson	SC	GS	7		

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE UNDER SECRETARY FOR INTELLIGENCE AND ANALYSIS						
Washington, DC	Under Secretary	Caryn A. Wagner	PAS	EX	III		
Do	Principal Deputy Under Secretary	Career Incumbent	CA	ES			
Do	Deputy Under Secretary for State and Local Program Office.	do	CA	ES			
Do	Deputy Under Secretary for Enterprise and Mission Support.	do	CA	ES			
Do	Director, Knowledge Management Division	do	CA	ES			
Do	Director, Counterintelligence Programs Division.	do	CA	ES			
Do	Deputy Under Secretary for Plans, Policy and Performance Management.	do	CA	ES			
Do	Director, Information Sharing and Intelligence Enterprise Management Division.	Vacant		ES			
Do	Director, Air Domain Intelligence Integration Element.	Career Incumbent	CA	ES			
Do	Deputy Under Secretary for Analysis	Vacant		ES			
Do	Associate Deputy Under Secretary for Analysis.	Career Incumbent	CA	ES			
Do	Director, Border Security Division	do	CA	ES			
Do	Director, Homeland Counterterrorism Division.	do	CA	ES			
Do	Director, Current Intelligence Division	do	CA	ES			
Do	Liaison	Jason P. Houser	SC	GS	15		
Do	Liaison for Community Partnership and Strategic Engagement.	Nathaniel L. Snyder	SC	GS	14		
	OFFICE OF THE UNDER SECRETARY FOR SCIENCE AND TECHNOLOGY						
Do	Under Secretary	Tara J. O'Toole	PAS	EX	III		
Do	Deputy Under Secretary	Career Incumbent	CA	ES			
Do	Chief of Staff	Vacant		ES			
Do	Special Assistant to the Under Secretary	do	CA	ES			
Do	do	do	CA	ES			
Do	Director, Administration and Support Division.	Career Incumbent	CA	ES			
Do	Chief Systems Engineer	do	CA	ES			
Do	Director of Support to the Homeland Security Enterprise and First Responders.	do	CA	ES			
Do	Director, Homeland Security Advanced Research Projects Agency.	do	CA	ES			
Do	Director, Research and Development Partnerships.	do	CA	ES			
Do	Director, Plum Island Animal Disease Center	do	CA	ES			
Do	Special Assistant to the Under Secretary	Austin-William R. Rackets	SC	GS	9		
	OFFICE OF THE UNDER SECRETARY FOR MANAGEMENT						
Do	Under Secretary	Rafael Borras	PAS	EX	II		
Do	Deputy Under Secretary	Chris Cummiskey	NA	ES			
Do	Chief of Staff	Career Incumbent	CA	ES			
Do	Senior Advisor to the Under Secretary	do	CA	ES			
Do	Senior Counselor	do	CA	ES			
Do	Executive Director, Management Integration	Kenneth J. Buck	TA	ES			08/01/13
Do	Director, Headquarters Consolidation Outreach.	Carol J. Mitten	TA	ES			02/26/14
Do	Executive Director, Academic Engagement	Lauren Kielsmeier	NA	ES			
Do	Senior Advisor	Lavita Zanette Legrys	SC	GS	15		
Do	Advisor	Daniel J. Harper	SC	GS	14		
	Office of the Chief Financial Officer						
Do	Chief Financial Officer	Peggy Sherry	PAS	EX	IV		
Do	Deputy Chief Financial Officer	Stacey A. Marcott	TA	ES			05/19/15
Do	Deputy Director, Office of Budget	Career Incumbent	CA	ES			
Do	Director, Headquarters Operations	do	CA	ES			
Do	Director, Grants Policy and Oversight	do	CA	ES			
Do	Director, Program Analysis and Evaluation	Morgan B. Geiger	TA	ES			01/14/15
	Office of the Chief Procurement Officer						
Do	Director, Office of Small and Disadvantaged Business Utilization.	Career Incumbent	CA	ES			
Do	Director, Office of Selective Acquisitions	David R. Dasher	TA	ES			05/05/15
	Office of the Chief Human Capital Officer						
Do	Chief Human Capital Officer	Career Incumbent	CA	ES			
Do	Chief Learning Officer	do	CA	ES			

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Director, Enterprise Leader Development Programs.	Career Incumbent	CA	ES	.....	.....	
Do	Executive Director, Policy and Programs	Jeanarta C. McEachron	TA	ES	.....	.....	05/05/13
Do	Executive Director, Balanced Workforce Program Management Office.	Career Incumbent	CA	ES	.....	.....	
	Office of the Chief Information Officer						
Do	Chief Information Officer	Richard A. Spires	PA	ES	.....	.....	
	Office of the Chief Administrative Services						
Do	Chief, Administrative Services Officer	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director for Real Estate	Richard R. Espinoza	TA	ES	.....	.....	07/30/14
Do	Deputy Director for Capital Planning	Gregory C. Ewing	TA	ES	.....	.....	08/27/14
	FEDERAL LAW ENFORCEMENT TRAINING CENTER						
Do	Assistant Director	Kevin S. Livingston	TA	ES	.....	.....	12/19/12
	UNITED STATES COAST GUARD						
Do	Director for Civil Rights	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Commandant for Engineering and Logistics.	Albert Curry, Jr.	TA	ES	.....	.....	10/20/12
Do	Deputy Judge Advocate General and Deputy Chief Counsel.	Career Incumbent	CA	ES	.....	.....	
Do	Director of Commercial Regulations and Standards.	.....do	CA	ES	.....	.....	
Do	Director, International Affairs and Foreign Policy Advisor.	.....do	CA	ES	.....	.....	
Do	Director of Personnel Management	.....do	CA	ES	.....	.....	
Do	Deputy Director of Governmental and Public Affairs.	.....do	CA	ES	.....	.....	
Norfolk, VA	Deputy, Force Readiness Command	.....do	CA	ES	.....	.....	
	U.S. CUSTOMS AND BORDER PROTECTION						
Washington, DC	Commissioner	Vacant	PAS	EX	III	.....	
Do	Chief of Staff	Kimberly Ann O'Connor	NA	ES	.....	.....	
Do	Assistant Commissioner for Congressional Affairs.	Michael J. Yeager	NA	ES	.....	.....	
Do	Senior Advisor for Trade	Maria Luisa O'Connell	NA	ES	.....	.....	
Do	Chief Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Director, Policy and Planning	David J. Danelo	NA	ES	.....	.....	
Do	Assistant Commissioner for Public Affairs	Melanie N. Roe	SC	GS	15	.....	
Do	Senior Advisor to the Commissioner	Grady J. Harn	SC	GS	14	.....	
Do	Policy Advisor	Ben Rohrbaugh	SC	GS	14	.....	
Do	Counselor to the Commissioner	Nathan A. Bruggeman	SC	GS	14	.....	
Do	Advisor to the Chief of Staff	Brett Laduzinsky	SC	GS	11	.....	
	U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT						
Do	Assistant Secretary	John T. Morton	PAS	EX	IV	.....	
Do	Chief of Staff	Suzanne Barr	NA	ES	.....	.....	
Do	Executive Director, Balanced Workforce Strategy.	Robert L. Parsons	TA	ES	.....	.....	03/12/13
Do	Principal Legal Advisor	Peter S. Vincent	NA	ES	.....	.....	
Do	Director, Office of Policy	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Detention Policy and Planning.	Kevin J. Landy	NA	ES	.....	.....	
Do	Director of Congressional Relations	Elliot C. F. Williams	SC	GS	15	.....	
Do	Director of Communications	Brian Patrick Hale	SC	GS	15	.....	
Do	Special Assistant	Lacy E. Ettehad	SC	GS	9	.....	
Do	.....do	Sherrod J. Smith	SC	GS	7	.....	
	U.S. CITIZENSHIP AND IMMIGRATION SERVICES						
Do	Director	Alejandro Mayorkas	PAS	EX	III	.....	
Do	Deputy Director	Career Incumbent	CA	ES	.....	.....	
Do	Chief of Staff	Rebecca S. Carson	NA	ES	.....	.....	
Do	Chief, Policy and Strategy	Denise A. Vanison	NA	ES	.....	.....	
Do	Chief, Office of Communications	Edna Z. Ruano	NA	ES	.....	.....	
Do	Chief Counsel	Stephen H. Legomsky	NA	ES	.....	.....	
Do	Senior Counselor to the Director	Robert P. Silvers	SC	GS	15	.....	
Do	Counselor to the Director	Elizabeth Elkiss	SC	GS	15	.....	
Do	.....do	Victoria Wenshan Lai	SC	GS	15	.....	
Do	Special Assistant	Andrea R. Flores	SC	GS	7	.....	

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	FEDERAL EMERGENCY MANAGEMENT AGENCY						
	Office of the Administrator						
Washington, DC	Administrator	W. Craig Fugate	PAS	EX	II		
Do	Deputy Administrator	Richard Serino	PAS	EX	III		
Do	Chief of Staff	Jason R. McNamara	NA	ES			
Do	Director, Center for Faith Based and Community Initiatives.	David L. Myers	NA	ES			
Do	Senior Law Enforcement Liaison	Career Incumbent	CA	ES			
Do	Deputy Director of the Center for Faith Based and Community Initiatives.	Jannah Gina Scott	SC	GS	15		
Do	Counselor to the Administrator	Michael A. Coen, Jr.	SC	GS	15		
Do	Senior Advisor to the Deputy Administrator	Patrick J. Hart, Jr.	SC	GS	15		
Do	Confidential Assistant to the Administrator	Michael George	SC	GS	13		
	Office of External Affairs						
Do	Director of External Affairs and Communications.	Jessica Smith	NA	ES			
Do	Director of Intergovernmental Affairs	Gwen Camp	SC	GS	15		
Do	Director of Public Affairs	Lars D. Anderson	SC	GS	15		
Do	Associate Director of Public Affairs/Press Secretary.	Daniel M. Watson	SC	GS	12		
	Office of Policy and Program Analysis						
Do	Director	David J. Kaufman	NA	ES			
	Office of General Counsel						
Do	Chief Counsel	Career Incumbent	CA	ES			
	Office of the Chief Financial Officer						
Do	Budget Director	do	CA	ES			
	Office of the Mission Support Bureau						
Do	Associate Administrator	Vacant		ES			
Do	Chief Component Human Capital Officer	Career Incumbent	CA	ES			
Do	Chief Information Officer	do	CA	ES			
Do	Deputy Chief Information Officer	do	CA	ES			
	Office of Response and Recovery						
Do	Associate Administrator	William L. Carwile III	NA	ES			
Do	Deputy Associate Administrator	Elizabeth A. Zimmerman	NA	ES			
Do	Assistant Administrator for Recovery	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator for Recovery	do	CA	ES			
Do	Assistant Administrator for Response	do	CA	ES			
Do	National Incident Management Assistance Team Leader.	Vacant		ES			
Do	National Incident Management Assistance Team Leader, East.	Career Incumbent	CA	ES			
Sacramento, CA	National Incident Management Assistance Team Leader, West.	do	CA	ES			
Washington, DC	Director, Individual Assistance Division	do	CA	ES			
Do	Director, Public Assistance Division	do	CA	ES			
Do	Director, Operations Division	do	CA	ES			
Do	Assistant Administrator, Logistics	do	CA	ES			
Do	Deputy Assistant Administrator, Logistics	do	CA	ES			
	Office of Protection and National Preparedness						
Do	Deputy Administrator	Timothy W. Manning	PAS	EX	III		
Do	Assistant Administrator, Grants Programs	Elizabeth M. Harman	PAS	EX	IV		
Do	Assistant Administrator, National Continuity Programs.	Damon C. Penn	NA	ES			
Do	Deputy Assistant Administrator, National Continuity Programs.	Career Incumbent	CA	ES			
Bluemont, VA	Executive Administrator, Mount Weather Emergency Operations Center.	do	CA	ES			
Washington, DC	Director, Office of National Capital Region Coordination.	Steward D. Beckham	NA	ES			
Do	Assistant Administrator, National Preparedness.	Career Incumbent	CA	ES			
Emmitsburg, MD	Superintendent, Emergency Management Institute.	do	CA	ES			
Washington, DC	Director, National Integration Center	do	CA	ES			
Do	Director, Individual and Community Preparedness.	Paulette Aniskoff	SC	GS	15		
	Office of Federal Insurance and Mitigation						
Do	Associate Administrator	David L. Miller	NA	ES			

DEPARTMENT OF HOMELAND SECURITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Business Management Division	Career Incumbent	CA	ES			
Do	Senior Advisor to the Associate Administrator	Kristin E. Robinson	SC	GS	15		
	Office of the Fire Administration						
Do	Administrator	Ernest Mitchell, Jr.	PAS	EX	IV		
Emmitsburg, MD	Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Superintendent, National Fire Academy	do	CA	ES			
	Regional Administrators						
Boston, MA	Regional Administrator, Region I (Boston)	Donald R. Boyce	NA	ES			
New York, NY	Regional Administrator, Region II (New York)	Lynn G. Canton	NA	ES			
Philadelphia, PA	Regional Director, Region III (Philadelphia)	Career Incumbent	CA	ES			
Atlanta, GA	Regional Director, Region IV (Atlanta)	do	CA	ES			
Chicago, IL	Regional Administrator, Region V (Chicago)	Andrew Velasquez III	NA	ES			
Dallas, TX	Regional Administrator, Region VI (Dallas)	Vacant		ES			
Kansas City, MO	Regional Administrator, Region VII (Kansas City).	Beth A. Freeman	NA	ES			
Denver, CO	Regional Administrator, Region VIII (Denver)	Robin A. Fudge Finegan	NA	ES			
San Francisco, CA	Regional Director, Region IX (San Francisco)	Career Incumbent	CA	ES			
Seattle, WA	Regional Administrator, Region X (Seattle)	Kenneth D. Murphy	NA	ES			
	TRANSPORTATION SECURITY ADMINISTRATION						
Arlington, VA	Assistant Secretary	John S. Pistole	PAS	EX	IV		
Do	Chief of Staff	Vacant	XS	OT			
Do	Special Advisor to the Assistant Secretary	do	XS	OT			
Do	Assistant Administrator of Legislative Affairs	Sarah M. Dietch	XS	OT			
Do	Assistant Administrator for Public Relations and External Communications.	Vacant	XS	OT			

DEPARTMENT OF HOMELAND SECURITY OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Vacant	PAS	EX	II		

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Shaun Donovan	PAS	EX	I		
Do	Chief of Staff	Laurel A. Blatchford	NA	ES			
Do	Senior Advisor	Estelle B. Richman	NA	ES			
Do	Senior Advisor for Housing Finance	Robert C. Ryan	NA	ES			
Do	Senior Advisor for Disaster Programs	Frederick Tombar III	NA	ES			
Do	Executive Operations Officer	Vacant		ES			
Do	Deputy Chief of Staff for Policy and Programs	Jonathan M. Harwitz	SC	GS	15		
Do	Deputy Chief of Staff	Lopa P. Kolluri	SC	GS	15		
Do	White House Liaison	William N. Jenkins III	SC	GS	15		
Do	Special Assistant	Patience R. Singleton	SC	GS	15		
Do	Special Policy Advisor	Rodin A. Mehrbani	SC	GS	15		
Do	Financial Analyst for Housing Finance	Sterling A. Cross	SC	GS	13		
Do	Special Assistant	Marianna B. Leavy-Sperounis.	SC	GS	13		
Do	.....do	Ioanna T. Kefalas	SC	GS	12		
	Office of the Deputy Secretary						
Do	Deputy Secretary	Maurice A. Jones	PAS	EX	II		
Do	Senior Advisor	Michael A. Anderson	NA	ES			
	Office of Strategic Planning and Management						
Do	Director	Vacant		ES			
Do	Deputy Director	Lisa E. Danzig	SC	GS	15		
Do	Senior Policy Advisor	Beatrice M. Hidalgo	SC	GS	15		
	Office of Sustainable Housing and Communities						
Do	Director	Shelley R. Poticha	NA	ES			
Do	Senior Advisor	Salin G. Geevarghese	SC	GS	15		
	Office of the Chief Human Capital Officer						
Do	General Deputy Assistant Secretary for Administration/Chief Human Capital Officer.	Vacant		ES			
Do	Chief Performance Officer	Career Incumbent	CA	ES			
Do	Director, Executive Secretariat	.....do	CA	ES			
Do	Associate, General Deputy Assistant Secretary/Deputy Chief Human Capital Officer.	Vacant		ES			
Do	Deputy Assistant Secretary for Budget and Management Support.	.....do		ES			
Do	Deputy Assistant Secretary for Operations	.....do		ES			
Do	Deputy Assistant Secretary for Technical Services.	.....do		ES			
Do	Director, Office of Executive Scheduling and Operations.	Anthony D. McLarty	SC	GS	15		
Do	Director of Scheduling	Melissa S. Bruns	SC	GS	12		
Do	Director of Advance	Candace R. Wint	SC	GS	12		
Do	Scheduling Assistant	Christina M. Cue	SC	GS	9		
	OFFICE OF THE ADMINISTRATION						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Senior Advisor	.....do		ES			
Do	Deputy Assistant Secretary	.....do		ES			
	Office of the Chief Financial Officer						
Do	Chief Financial Officer	.....do	PAS	EX	IV		
	OFFICE OF THE CHIEF INFORMATION OFFICER						
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer	.....do	CA	ES			
Do	Deputy Chief Information Officer for Information Technology Operations.	.....do	CA	ES			
Do	Deputy Chief Information Officer for Cyber Security and Privacy Information.	.....do	CA	ES			
Do	Chief Information Technology Transformation Officer.	Patsy A. Garnett	TA	ES			08/27/13
Do	Chief Architect for Information Technology	Vacant		ES			
	Office of the Chief Procurement Officer						
Do	Chief Procurement Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Procurement Officer for Policy, Risk Management and Administration.	Vacant		ES			
Do	Associate Chief Procurement Officer, Acquisition Workload, Planning, Management Oversight.	.....do		ES			

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF COMMUNITY PLANNING AND DEVELOPMENT						
Washington, DC	Assistant Secretary	Vacant	PAS	EX	IV		
Do	General Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Director, Office of Block Grant Assistance	do	CA	ES			
Do	Director, Office of Technical Assistance and Management.	do	CA	ES			
Do	Deputy Assistant Secretary for Operations	Vacant		ES			
Do	Deputy Assistant Secretary for Grant Programs.	Yolanda Chavez	NA	ES			
Do	Deputy Assistant Secretary for Economic Development.	Valerie G. Piper	NA	ES			
Do	Director, Office of Affordable Housing Programs.	Vacant		ES			
Do	Director, Office of Field Management	do		ES			
Do	Director, Environment and Energy	do		ES			
	OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL RELATIONS						
Do	Assistant Secretary	Peter Kovar	PAS	EX	IV		
Do	General Deputy Assistant Secretary	Vacant		ES			
Do	Deputy Assistant Secretary	do		ES			
Do	Deputy Assistant Secretary for Legislation	do		ES			
Do	Deputy Assistant Secretary for Intergovernmental Relations.	do		ES			
Do	Deputy Assistant Secretary for Congressional Relations.	Bernard B. Fulton	SC	GS	15		
Do	Deputy Assistant Secretary for Intergovernmental Affairs.	Jennifer L. Szubrowski	SC	GS	15		
Do	Senior Legislative Advisor	Thomas E. Heinemann	SC	GS	15		
Do	Congressional Relations Officer	Erica L. Jacquez	SC	GS	15		
Do	Congressional Relations and Legislative Specialist.	Adria F. Crutchfield	SC	GS	13		
Do	Congressional Relations Officer	LeLaine V. Bigelow	SC	GS	13		
Do	Congressional Relations Specialist	Alejandro Aviles	SC	GS	12		
Do	Deputy Director of Intergovernmental Relations.	Michael A. Brown	SC	GS	12		
	OFFICE OF FAITH-BASED AND COMMUNITY INITIATIVES						
Do	Director	Career Incumbent	CA	ES			
	OFFICE OF DEPARTMENTAL OPERATIONS AND COORDINATION						
Do	Director	do	CA	ES			
Do	Deputy Director	Vacant		ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
	OFFICE OF FAIR HOUSING AND EQUAL OPPORTUNITY						
Do	Assistant Secretary	John D. Trasvina	PAS	EX	IV		
Do	General Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Operations and Management.	do	CA	ES			
Do	Deputy Assistant Secretary for Enforcement and Programs.	do	CA	ES			
Do	Director, Office of Policy, Legislative Initiatives and Outreach.	Vacant		ES			
Do	Senior Advisor	Janet M. Hostetler	SC	GS	15		
	Office of the General Counsel						
Do	General Counsel	Helen R. Kanovsky	PAS	EX	IV		
Do	Principal Deputy General Counsel	Kevin M. Simpson	NA	ES			
Do	Deputy General Counsel for Operations	Career Incumbent	CA	ES			
Do	Deputy General Counsel for Enforcement	Michelle M. Aronowitz	NA	ES			
Do	Deputy General Counsel for Housing Programs.	Career Incumbent	CA	ES			
Do	Associate General Counsel for Insured Housing.	do	CA	ES			
Do	Associate General Counsel for Assisted Housing and Community Development.	do	CA	ES			
Do	Associate General Counsel for Fair Housing	do	CA	ES			
Do	Associate General Counsel for Legislation and Regulations.	do	CA	ES			
Do	Associate General Counsel for Litigation	do	CA	ES			
Do	Associate General Counsel for Ethics and Personnel Law.	do	CA	ES			

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate General Counsel for Finance and Regulatory Compliance.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Enforcement	Vacant	.....	ES	.....	.....	
Do	General Deputy General Counsel	.....do	.....	ES	.....	.....	
Do	Senior Counsel	Damon Y. Smith	SC	GS	15	.....	
Do	.....do	Elliot M. Mincberg	SC	GS	15	.....	
Do	Special Assistant to the General Counsel	Kathie A. Soroka	SC	GS	15	.....	
	GOVERNMENT NATIONAL MORTGAGE ASSOCIATION						
Do	President	Theodore W. Tozer	PAS	EX	IV	.....	
Do	Executive Vice President	Career Incumbent	CA	ES	.....	.....	
	Office of Healthy Homes Initiatives and Lead Hazard Control						
Do	Director	.....do	CA	ES	.....	.....	
Do	Deputy Director	Vacant	.....	ES	.....	.....	
Do	Director, Office of Lead-Based Paint Abatement and Poisoning.	.....do	.....	ES	.....	.....	
	OFFICE OF HOUSING						
Do	Assistant Secretary for Housing, Federal Housing Commissioner.	.....do	PAS	EX	IV	.....	
Do	General Deputy Assistant Secretary	Carol J. Galante	NA	ES	.....	.....	
Do	Associate General Deputy Assistant Secretary	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for Multifamily Housing.	Marie D. Head	NA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Multifamily Housing.	Vacant	.....	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Multifamily Housing Programs (Programs and Policy).	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Multifamily Development ..	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for Single Family Housing.	Charles S. Coulter	NA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Single Family Housing.	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for Operations	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Risk Management and Regulatory Affairs.	Vacant	.....	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Risk Management and Regulatory Affairs.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Asset Management	.....do	CA	ES	.....	.....	
Do	Special Advisor for Project Management	.....do	CA	ES	.....	.....	
Do	Senior Financial Advisor	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	
Do	Special Assistant	James M. Parrott	SC	GS	15	.....	
Do	Senior Policy Advisor	Genger Charles	SC	GS	15	.....	
Do	Program Analyst	Catherine S. Neale	SC	GS	12	.....	
	OFFICE OF POLICY DEVELOPMENT AND RESEARCH						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	General Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Policy Development.	Erika C. Poethig	NA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Policy Development.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Economic Affairs.	.....do	CA	ES	.....	.....	
Do	Associate Deputy Assistant Secretary for Economic Affairs.	Vacant	.....	ES	.....	.....	
Do	Executive Director for Strong Cities and Strong Communities.	Mark A. Linton	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for International and Philanthropic Innovation.	Vacant	.....	ES	.....	.....	
Do	Senior Advisor for Research Development	.....do	.....	ES	.....	.....	
Do	Director, Policy Development Division	.....do	.....	ES	.....	.....	
Do	Senior Advisor for Research Management	.....do	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for International and Philanthropic Affairs.	Ana M. Argilagos	SC	GS	15	.....	
Do	Special Assistant	Patrick J. Pontius	SC	GS	14	.....	
Do	Special Policy Advisor	Lucas L. Tate	SC	GS	14	.....	
	OFFICE OF PUBLIC AFFAIRS						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chief External Affairs Officer/General Deputy Assistant Secretary.	Neill M. Coleman	NA	ES	.....	.....	
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Public Engagement.	Francey L. Youngberg	SC	GS	15	.....	
Do	Senior Advisor for Public Engagement	Raul Alvillar	SC	GS	14	.....	
Do	Senior Speechwriter	Matthew J. Weiner	SC	GS	14	.....	
Do	Press Secretary	Derrick L. Plummer	SC	GS	13	.....	
Do	Deputy Press Secretary	George I. Gonzalez	SC	GS	13	.....	
Do	Assistant Press Secretary	Charmion N. Kinder	SC	GS	12	.....	
Do	Internal Communications Specialist	Larkin E. Barker	SC	GS	11	.....	
	OFFICE OF PUBLIC AND INDIAN HOUSING						
Do	Assistant Secretary	Sandra B. Henriquez	PAS	EX	IV	.....	
Do	General Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Public Housing and Voucher Programs.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Field Operations.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for the Real Estate Assessment Center.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Native American Programs.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Public Housing Investments.	.....do	CA	ES	.....	.....	
Do	Director, Office of Receivership Oversight	.....do	CA	ES	.....	.....	
Do	Senior Advisor to the Assistant Secretary for Public and Indian Housing.	Vacant	.....	ES	.....	.....	
Do	Senior Advisor for Project Management	.....do	.....	ES	.....	.....	
Do	Director, Office of Troubled Agency Recovery	.....do	.....	ES	.....	.....	
Do	Special Assistant	Jennifer C. Jones	SC	GS	15	.....	
Do	Special Policy Advisor	David A. Lipsetz	SC	GS	15	.....	
	OFFICE OF FIELD POLICY AND MANAGEMENT						
Do	Assistant Deputy Secretary	Vacant	.....	ES	.....	.....	
Do	Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
Do	Senior Advisor (Associate Assistant Deputy Secretary).	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Senior Advisor to the Assistant Deputy Secretary.	Vacant	.....	ES	.....	.....	
	New England (Boston)						
Boston, MA	Regional Administrator	Barbara G. Fields	SC	GS	15	.....	
	New York/New Jersey (New York)						
New York, NY	Regional Administrator	Vacant	.....	ES	.....	.....	
	Mid-Atlantic (Philadelphia)						
Philadelphia, PA	Regional Administrator	Jane C.W. Vincent	SC	GS	15	.....	
	Southeast (Atlanta)						
Atlanta, GA	Regional Administrator	Edwards L. Jennings, Jr. ..	NA	ES	.....	.....	
	Midwest (Chicago)						
Chicago, IL	Regional Administrator	Antonio R. Riley	NA	ES	.....	.....	
Do	Deputy Regional Director	Career Incumbent	CA	ES	.....	.....	
	Southwest (Fort Worth)						
Fort Worth, TX	Regional Administrator	Vacant	.....	ES	.....	.....	
Do	Senior Advisor	Career Incumbent	CA	ES	.....	.....	
	Great Plains (Kansas City)						
Kansas City, MO ...	Regional Administrator	Derrith R. Watchman-Moore.	SC	GS	15	.....	
	Rocky Mountain (Denver)						
Denver, CO	Regional Administrator	Rick M. Garcia	SC	GS	15	.....	
	Pacific/Hawaii (San Francisco)						
San Francisco, CA	Regional Administrator	Ophelia B. Basgal	NA	ES	.....	.....	
Do	Deputy Regional Administrator	Vacant	.....	ES	.....	.....	
	Northwest/Alaska (Seattle)						
Seattle, WA	Regional Administrator	Mary E. McBride	SC	GS	15	.....	

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	David A. Montoya	PAS	EX	III	.....	

DEPARTMENT OF THE INTERIOR

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Secretary	Kenneth Salazar	PAS	EX	I		
	SECRETARY'S IMMEDIATE OFFICE						
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Director of Executive Secretariat and Office of Regulatory Affairs.	do	CA	ES			
Do	Chief of Staff	Laura Daniel Davis	NA	ES			
Do	Communications Director	Katherine P. Kelly	NA	ES			
Do	Deputy Chief of Staff	Matthew Lee-Ashley	NA	ES			
Do	Counselor to the Secretary	Steven W. Black	NA	ES			
Do	Senior Advisor to the Secretary	Kenneth L. Lane	NA	ES			
Do	do	Robert G. Stanton	NA	ES			
Sacramento, CA	Senior Advisor for California and Nevada	David Nawi	NA	ES			
Washington, DC	Director, Intergovernmental Affairs	Gail A. Adams	NA	ES			
Do	Counselor for America's Great Outdoors	William G. Shafroth	NA	ES			
Do	Senior Advisor to the Secretary	Rebecca R. Wodder	NA	ES			
Do	Special Assistant to the Secretary	Joan Padilla	SC	GS	15		
Do	Senior Advisor for Alaskan Affairs	Kim Steven Elton	SC	GS	15		
Do	Special Assistant	Nealesh A. Kemkar	SC	GS	15		
Do	do	Janea A. Scott	SC	GS	14		
Anchorage, AK	Deputy Alaska Director	Patrick J. Pourchot	SC	GS	14		
Missoula, MT	Senior Advisor for Northwest Region	Stephen A. Doherty	SC	GS	15		
Denver, CO	Senior Advisor for Southwest and Rocky Mountain Regions.	Alan J. Gilbert	SC	GS	15		
Washington, DC	Director of New Media	Timothy A. Fullerton	SC	GS	14		
Do	Staff Assistant	Jennifer R. Sisk	SC	GS	9		
Do	Deputy Director, Intergovernmental Affairs	Francisco Carrillo	SC	GS	13		
Do	Special Assistant for Advance	Jenny E. Sarabia	SC	GS	13		
Do	Press Secretary	Adam K. Fetcher	SC	GS	13		
Do	Senior Advisor to the Secretary	Sarah Devins Greenberger	SC	GS	15		
Do	White House Liaison	Benjamin E. Milakofsky	SC	GS	13		
Do	Program Coordinator	Christopher Danny Hosein	SC	GS	11		
Do	Trip Director	Jonathan E. Adler	SC	GS	13		
Do	Special Assistant	Nana Efua E. Embil	SC	GS	11		
Do	do	Kristina T. Broadie	SC	GS	9		
Do	Deputy Director, External Affairs	Teresa L. Johnson	SC	GS	14		
Do	Special Assistant	Israporn Pananon	SC	GS	9		
Do	do	Marc C. Littlejohn	SC	GS	13		
Do	Deputy Director of Scheduling	Jason M. Fink	SC	GS	12		
Do	Special Assistant to Scheduling in the Office of Scheduling and Advance.	Francis Iacobucci	SC	GS	11		
Do	Deputy Communications Director	Blake J. Androff	SC	GS	14		
Do	Press Assistant	Queen C. Muse	SC	GS	8		
	OFFICE OF THE DEPUTY SECRETARY						
Do	Deputy Secretary	David J. Hayes	PAS	EX	II		
Do	Associate Deputy Secretary	Elizabeth Anne Klein	NA	ES			
Do	Counselor	Alletta Belin	NA	ES			
Do	Special Assistant	James E. Anderson	SC	GS	7		
Do	Chief of Staff	Elizabeth S. Marsters	SC	GS	12		
Do	Counselor	Raya V. Bakalov	SC	GS	14		
	OFFICE OF CONGRESSIONAL AND LEGISLATIVE AFFAIRS						
Do	Legislative Counsel	Career Incumbent	CA	ES			
Do	Director	Christopher J. Mansour	NA	ES			
Do	Deputy Director	Heather M. Urban	SC	GS	15		
Do	do	Jason L. Buckner	SC	GS	15		
Do	Special Assistant	Lauren Bogard	SC	GS	11		
	OFFICE OF SPECIAL TRUSTEE FOR AMERICAN INDIANS						
Do	Special Trustee	Vacant	PAS	EX	II		
Albuquerque, NM	Director, Office of Trust Records	Career Incumbent	CA	ES			
Do	Deputy Special Trustee - Trust Accountability	do	CA	ES			
Do	Principal Deputy Special Trustee	Vacant		ES			
Do	Deputy Special Trustee - Trust Services	do		ES			
Do	Deputy Special Trustee - Field Operations	Career Incumbent	CA	ES			
Do	Director, Trust Review and Audit	Vacant		ES			
Do	Regional Fiduciary Trust Administrator	Career Incumbent	CA	ES			
Do	do	do	CA	ES			
Do	do	Vacant		ES			
Do	do	Career Incumbent	CA	ES			
Do	do	do	CA	ES			
Do	do	do	CA	ES			
Do	Associate Principal Deputy Special Trustee	do	CA	ES			
Washington, DC	Senior Advisor	do	CA	ES			

DEPARTMENT OF THE INTERIOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	NATIONAL INDIAN GAMING COMMISSION						
Washington, DC	Chairman	Tracie Lee Stevens	PAS	EX	IV		
Do	Associate Member	Steffani A. Cochran	XS	AD	$145,700		
Do	.....do	Daniel J. Little	XS	AD	$145,700		
Do	General Counsel	Lawrence Scott Roberts	XS	AD	$155,500		
	OFFICE OF THE SOLICITOR						
Do	Solicitor	Hilary C. Tompkins	PAS	EX	IV		
Do	Associate Solicitor (Indian Affairs)	Career Incumbent	CA	ES			
Do	Associate Solicitor (Land and Water Resources).	.....do	CA	ES			
Do	Associate Solicitor (General Law)	Vacant		ES			
Do	Associate Solicitor (Division of Parks and Wildlife).	Career Incumbent	CA	ES			
Do	Deputy Solicitor	.....do	CA	ES			
Do	Associate Solicitor (Division of Mineral Resources).	.....do	CA	ES			
Do	Deputy Solicitor	Rachel Jacobson	NA	ES			
Do	Deputy Solicitor (Parks and Wildlife)	Martha Macgill Colhoun Williams.	NA	ES			
Do	Deputy Solicitor (Indian Affairs)	Partice H. Kunesh	NA	ES			
Do	Deputy Solicitor	Career Incumbent	CA	ES			
Do	Deputy Solicitor (Land Resources)	Edward A. Boling	NA	ES			
Do	Deputy Solicitor (Water Resources)	Paul F. Holleman	NA	ES			
Do	Counselor to the Solicitor	Robert Scott Nuzum	SC	GS	12		
	Field Offices						
Portland, OR	Regional Solicitor, Pacific Northwest Region	Career Incumbent	CA	ES			
Anchorage, AK	Regional Solicitor, Alaska Region	Vacant		ES			
Lakewood, CO	Regional Solicitor, Rocky Mountain Region	Career Incumbent	CA	ES			
Newton, MA	Regional Solicitor, Northeast Region	.....do	CA	ES			
Albuquerque, NM	Regional Solicitor, Southwest Region	.....do	CA	ES			
Atlanta, GA	Regional Solicitor, Southeast Region	.....do	CA	ES			
Salt Lake City, UT	Regional Solicitor, Intermountain Region	.....do	CA	ES			
Los Angeles, CA	Regional Solicitor, Pacific Southwest Region	.....do	CA	ES			
	ASSISTANT SECRETARY - POLICY, MANAGEMENT AND BUDGET						
Washington, DC	Assistant Secretary	Rhea S. Suh	PAS	EX	IV		
Do	Director, Office of Civil Rights	Career Incumbent	CA	ES			
Do	Director, Office of Environmental Policy and Compliance.	.....do	CA	ES			
Do	Director, Office of Budget	.....do	CA	ES			
Do	Director, Office of Policy Analysis	.....do	CA	ES			
Do	Deputy Director, Office of Budget	.....do	CA	ES			
Do	Deputy Assistant Secretary, Policy and International Affairs.	Lorraine V. Faeth	NA	ES			
Do	Deputy Director, Office of Policy Analysis	Career Incumbent	CA	ES			
Do	Deputy Director, Office of Environmental Policy and Compliance.	.....do	CA	ES			
Do	Director, Office of Wildland Fire Coordination	Vacant		ES			
Do	Director, Office of Planning and Performance Management.	Career Incumbent	CA	ES			
Do	Associate Director, Facility and Property Management.	.....do	CA	ES			
Do	Deputy Chief Information Officer	.....do	CA	ES			
Do	Director, Office of Acquisition and Property Management.	.....do	CA	ES			
Do	Director, Strategic Employee Development	.....do	CA	ES			
Do	Director, Office of Restoration and Damage Assessment.	.....do	CA	ES			
Do	Interagency Borderland Coordinator	.....do	CA	ES			
Do	Director, Office of Emergency Management	.....do	CA	ES			
Do	Director, Office of Valuation Services	.....do	CA	ES			
Do	Senior Advisor to the Deputy Assistant Secretary - Budget, Finance, Performance and Acquisition.	.....do	CA	ES			
Do	Deputy Assistant Secretary - Technology, Information and Business Services.	Joseph Andrew Jackson	NA	ES			
Do	FBMS Program Coordinator	Hope Y. Mentore-Smith	TA	ES			02/14/13
Do	Chief Diversity Officer	Career Incumbent	CA	ES			
Do	Senior Advisor to the Deputy Assistant Secretary, Law Enforcement, Security and Emergency Management.	.....do	CA	ES			
Do	Deputy Assistant Secretary, Natural Resources Revenue Management.	Paul A. Mussenden	NA	ES			

DEPARTMENT OF THE INTERIOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Director, Office of Strategic Employee and Organizational Development.	Career Incumbent	CA	ES	.....	.....	
Do	Associate Deputy Chief Information Officer ...	.....do	CA	ES	.....	.....	
Do	Senior Advisor	.....do	CA	ES	.....	.....	
Do	Deputy Chief Information Officer - Shared Services.	.....do	CA	ES	.....	.....	
Herndon, VA	FBMS Program Director	.....do	CA	ES	.....	.....	
Washington, DC	Special Assistant	Sarah E. Peterson	SC	GS	14	.....	
Do	.....do	Nahal Hamidi	SC	GS	11	.....	
	National Business Center						
Washington, DC	Director	Career Incumbent	CA	ES	.....	.....	
Boise, ID	Associate Director, Aviation Management Directorate.	.....do	CA	ES	.....	.....	
Washington, DC	Associate Director, Human Resources Directorate.	.....do	CA	ES	.....	.....	
Herndon, VA	Associate Director, Acquisition Services Directorate.	Vacant	.....	ES	.....	.....	
Washington, DC	Deputy Director	Career Incumbent	CA	ES	.....	.....	
Do	Chief Financial Officer	.....do	CA	ES	.....	.....	
Do	Assistant Director, Information Resources	Edmund Crump	TA	ES	.....	.....	12/31/13
	Office of Natural Resources Revenue Management						
Do	Director	Career Incumbent	CA	ES	.....	.....	
	Office of Hearings and Appeals						
Do	Principal Deputy Director	.....do	CA	ES	.....	.....	
	ASSISTANT SECRETARY - INSULAR AFFAIRS						
Do	Assistant Secretary	Anthony M. Babauta	PAS	EX	IV	.....	
Do	Director	Career Incumbent	CA	ES	.....	.....	
	ASSISTANT SECRETARY - FISH AND WILDLIFE AND PARKS						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	Counselor	Michael J. Bean	NA	ES	.....	.....	
Miami, FL	Director Everglades Restoration Initiatives	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Deputy Assistant Secretary	.....do	CA	ES	.....	.....	
Do	Principal Deputy Assistant Secretary	Vacant	.....	ES	.....	.....	
Do	Chief of Staff	Melissa B. Koenigsberg	NA	ES	.....	.....	
Do	Special Assistant	Fatima M. Ahmad	SC	GS	15	.....	
Do	.....do	Jorge G. Silva-Banuelos	SC	GS	14	.....	
	United States Fish and Wildlife Service						
Do	Director	Daniel M. Ashe	PAS	EX	V	.....	
Atlanta, GA	Regional Director - Atlanta	Career Incumbent	CA	ES	.....	.....	
Hadley, MA	Regional Director - Hadley	.....do	CA	ES	.....	.....	
Denver, CO	Regional Director - Denver	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Regional Director - Albuquerque	.....do	CA	ES	.....	.....	
Sacramento, CA	Regional Director - Sacramento	.....do	CA	ES	.....	.....	
Anchorage, AK	Regional Director - Anchorage	.....do	CA	ES	.....	.....	
Minneapolis, MN ...	Regional Director - Twin Cities	.....do	CA	ES	.....	.....	
Portland, OR	Regional Director - Portland	.....do	CA	ES	.....	.....	
Washington, DC	Director, National Conservation Training Center.	.....do	CA	ES	.....	.....	
Do	Assistant Director - Wildlife and Sportfish Restoration Programs.	.....do	CA	ES	.....	.....	
Do	Assistant Director - Fisheries and Habitat Conservation.	.....do	CA	ES	.....	.....	
Do	Assistant Director - International Affairs	Vacant	.....	ES	.....	.....	
Do	Assistant Director - External Affairs	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Director - Budget, Planning and Human Capital.	.....do	CA	ES	.....	.....	
Do	Assistant Director - Business Management and Operations.	.....do	CA	ES	.....	.....	
Do	Assistant Director - Migratory Bird Programs	.....do	CA	ES	.....	.....	
Do	Assistant Director - Endangered Species	.....do	CA	ES	.....	.....	
Do	Deputy Director - Operations	.....do	CA	ES	.....	.....	
Do	Deputy Director - Program Management and Policy.	Vacant	.....	ES	.....	.....	
Do	Chief of Staff	Betsy Hildebrandt	NA	ES	.....	.....	
Do	Assistant Director - Information Resources	Kenneth Taylor	TA	ES	.....	.....	06/18/13
Do	Chief, National Wildlife Refuge System	Career Incumbent	CA	ES	.....	.....	
	National Park Service						
Do	Director	Jonathan B. Jarvis	PAS	EX	V	.....	
Do	Regional Director, National Capital Region	Career Incumbent	CA	ES	.....	.....	

DEPARTMENT OF THE INTERIOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Atlanta, GA	Regional Director, Southeast Region (Atlanta)	Career Incumbent	CA	ES			
Omaha, NE	Regional Director, Midwest Region (Omaha)	do	CA	ES			
San Francisco, CA	Regional Director, Pacific West Region (San Francisco).	do	CA	ES			
Denver, CO	Regional Director, Intermountain Region (Denver).	do	CA	ES			
Washington, DC	Associate Director, Parks Planning, Facilities and Lands.	do	CA	ES			
Do	Assistant Director, Workforce Management	do	CA	ES			
Oak Ridge, TN	Superintendent, Great Smoky Mountain National Park.	do	CA	ES			
Denver, CO	Manager, Denver Service Center	do	CA	ES			
San Francisco, CA	Park Manager (Superintendent)	do	CA	ES			
Washington, DC	Deputy Director for Communications and Community Assistance.	Milton Lewis Fearn	NA	ES			
Do	Associate Director, Visitor Resource and Protection.	Vacant		ES			
Boulder City, NV	Park Manager (Superintendent), Lake Mead National Recreation Area.	Career Incumbent	CA	ES			
Anchorage, AK	Regional Director, Alaska Area (Anchorage)	do	CA	ES			
Washington, DC	Associate Director, Business Services	do	CA	ES			
New York, NY	Executive Director, National Parks of New York Harbor.	do	CA	ES			
Philadelphia, PA	Regional Director, Northeast Region	do	CA	ES			
Washington, DC	Deputy Director, Operations	do	CA	ES			
Do	Superintendent, National Mall and Memorial Parks.	do	CA	ES			
Moose, WY	Park Manager (Superintendent), Grand Teton National Park.	do	CA	ES			
Washington, DC	Associate Director, Cultural Resources	do	CA	ES			
Do	Assistant Director, Information Resources	Jeffrey Shane Compton	TA	ES			06/03/13
Do	Associate Director, Natural Resource Stewardship and Science.	Career Incumbent	CA	ES			
Do	Assistant Director, Communications	Celinda Marie Pena	SC	GS	14		
Do	Special Assistant to the Director	Ali C. Kelley	SC	GS	7		
	ASSISTANT SECRETARY - WATER AND SCIENCE						
Do	Assistant Secretary	Anne J. Castle	PAS	EX	IV		
Do	Deputy Assistant Secretary	Lori L. Caramanian	NA	ES			
Do	do	John E. Tubbs	NA	ES			
Do	Counselor to the Assistant Secretary	Tanya M. Trujillo	SC	GS	15		
	Bureau of Reclamation						
Do	Commissioner	Michael L. Connor	PAS	EX	V		
Do	Deputy Commissioner (Program, Administration and Budget).	Career Incumbent	CA	ES			
Do	Deputy Commissioner (Director, Operations)	do	CA	ES			
Do	Deputy Commissioner (External and Intergovernmental Affairs).	Kira Finkler	NA	ES			
Boulder City, NV	Regional Director, Lower Colorado	Vacant		ES			
Sacramento, CA	Regional Director, Mid-Pacific	Career Incumbent	CA	ES			
Salt Lake City, UT	Regional Director, Upper Colorado	do	CA	ES			
Billings, MT	Regional Director, Great Plains Region	do	CA	ES			
Boise, ID	Regional Director, Pacific Northwest Region	do	CA	ES			
Lakewood, CO	Director, Safety, Security, and Law Enforcement.	do	CA	ES			
Washington, DC	Director, Program and Budget	do	CA	ES			
Denver, CO	Director, Technical Resources	do	CA	ES			
Do	Director, Policy and Administration	do	CA	ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
Denver, CO	Assistant Director, Information Resources	Bruce C. Muller, Jr.	TA	ES			07/16/13
Washington, DC	Chief, Congressional and Legislative Affairs Office.	Dionne E. Thompson	SC	GS	15		
	United States Geological Survey						
Reston, VA	Director	Marcia K. McNutt	PAS	EX	V		
	ASSISTANT SECRETARY - LAND AND MINERALS MANAGEMENT						
Washington, DC	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary	Edward P. Farquhar	NA	ES			
Do	do	Sylvia V. Baca	NA	ES			
Do	Senior Advisor to the Assistant Secretary	Mary Katherine Ishee	NA	ES			
	Bureau of Land Management						
Do	Director	Vacant	PAS	EX	V		
Salt Lake City, UT	State Director, Utah	Career Incumbent	CA	ES			

DEPARTMENT OF THE INTERIOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Cheyenne, WY	State Director, Wyoming	Career Incumbent	CA	ES			
Billings, MT	State Director, Montana	do	CA	ES			
Sacramento, CA	State Director, California	do	CA	ES			
Anchorage, AK	State Director, Alaska	do	CA	ES			
Portland, OR	State Director, Oregon	Vacant		ES			
Phoenix, AZ	State Director, Arizona	Career Incumbent	CA	ES			
Santa Fe, NM	State Director, New Mexico	do	CA	ES			
Boise, ID	State Director, Idaho	do	CA	ES			
Reno, NV	State Director, Nevada	do	CA	ES			
Denver, CO	State Director, Colorado	do	CA	ES			
Washington, DC	State Director, Eastern States	do	CA	ES			
Do	Deputy Director, Operations	do	CA	ES			
Do	Director, National Operations Center	Career Incumbent	CA	ES			
Do	Director, Office of the National Landscape Conservation System.	do	CA	ES			
Do	Director Law Enforcement, Security and Protection.	do	CA	ES			
Do	Assistant Director, Renewable Resources and Planning.	do	CA	ES			
Do	Assistant Director, Business and Fiscal Resources.	do	CA	ES			
Do	Assistant Director, Human Capital Management.	do	CA	ES			
Do	Assistant Director, Minerals, Realty and Resource Protection.	do	CA	ES			
Denver, CO	Assistant Director, Office of Information Resources Management.	Vacant		ES			
Washington, DC	Deputy Director, Programs and Policy	Marcilynn A. Burke	NA	ES			
Do	Senior Advisor	Neil Kornze	NA	ES			
Do	Assistant Director, Fire and Aviation	Vacant		ES			
	Office of Surface Mining						
Do	Director, Office of Surface Mining Reclamation and Enforcement.	Joseph G. Pizarchik	PAS	EX	V		
Do	Assistant Director, Program Support	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Assistant Director for Finance and Administration.	do	CA	ES			
St. Louis, MO	Regional Director, Mid Continent Regional Coordinating Center.	do	CA	ES			
Washington, DC	Chief of Staff	Michele Jan Altemus	NA	ES			
	Bureau of Ocean Energy Management						
Do	Director	Tommy Beaudreau	NA	ES			
Do	Science Advisor	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
New Orleans, LA	Gulf of Mexico Regional Director	do	CA	ES			
Anchorage, AK	Alaska Regional Director	do	CA	ES			
Washington, DC	Chief Environmental Officer	do	CA	ES			
Do	Senior Advisor	Shoshana M. Lew	SC	GS	15		
Do	Special Assistant	Jordan N. Finegan	SC	GS	9		
	Bureau of Safety and Environmental Enforcement						
Do	Director	James Watson	NA	ES			
Do	Associate Director for Administration	Vacant		ES			
Do	Regulatory Programs Chief	Career Incumbent	CA	ES			
Jefferson, LA	Gulf of Mexico Regional Director	do	CA	ES			
Washington, DC	Senior Advisor	Michael D. Farber	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Senior Advisor	Allyson K. Anderson	NA	ES			
Do	do	Steven H. Feldgus	SC	GS	15		
Do	Special Assistant to the Director	Kirk M. Sander	SC	GS	13		
	ASSISTANT SECRETARY - INDIAN AFFAIRS						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Donald E. Laverdure	NA	ES			
Do	Deputy Assistant Secretary - Management	Vacant		ES			
Do	Deputy Assistant Secretary - Policy and Economic Development.	Vacant		ES			
Do	Deputy Assistant Secretary - Indian Affairs	do		ES			
Do	do	do		ES			
Do	Chief Financial Officer	Career Incumbent	CA	ES			
Do	Director, Office of Indian Gaming Management.	do	CA	ES			
Do	Budget Officer	do	CA	ES			

DEPARTMENT OF THE INTERIOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Facilities, Environmental, Safety and Cultural Resources Management.	Vacant	.....	ES	.....	.....	
Do	Director, Indian Energy and Economic Development.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Self-Governance	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Director, Office of Regulatory Affairs and Collaborative Action.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Chief of Staff	Vacant	.....	ES	.....	.....	
Do	Assistant Director - Information Resources	Alvin Foster	TA	ES	.....	.....	06/18/13
Do	Special Assistant to the Assistant Secretary ..	Career Incumbent	CA	ES	.....	.....	
Do	Senior Advisor to the Assistant Secretary - Indian Affairs.	Bryan T. Newland	SC	GS	14	.....	
Do	.....do	Jacquelynn K. Hanley	SC	GS	13	.....	
	Bureau of Indian Affairs						
Muskogee, OK	Regional Director, Eastern Oklahoma Region	Vacant	.....	ES	.....	.....	
Anadarko, OK	Regional Director, Southern Plains Region	Career Incumbent	CA	ES	.....	.....	
Portland, OR	Regional Director, Northwest Region	.....do	CA	ES	.....	.....	
Juneau, AK	Regional Director, Alaska Region	.....do	CA	ES	.....	.....	
Sacramento, CA	Regional Director, Pacific Region	.....do	CA	ES	.....	.....	
Minneapolis, MN ...	Regional Director, Midwest Region	.....do	CA	ES	.....	.....	
Washington, DC	Regional Director, Eastern Region	.....do	CA	ES	.....	.....	
Aberdeen, SD	Regional Director, Great Plains Region	.....do	CA	ES	.....	.....	
Billings, MT	Regional Director, Rocky Mountain Region	.....do	CA	ES	.....	.....	
Gallup, NM	Regional Director, Navajo Region	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Regional Director, Southwest	.....do	CA	ES	.....	.....	
Phoenix, AZ	Regional Director, Western Region	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Director, Indian Services	.....do	CA	ES	.....	.....	
Do	Deputy Director Justice Services	.....do	CA	ES	.....	.....	
Do	Director, Bureau of Indian Affairs	.....do	CA	ES	.....	.....	
Ashland, WI	Director, Indian Land Consolidation Center ...	Vacant	.....	ES	.....	.....	
Washington, DC	Deputy Director, Trust Services	Career Incumbent	CA	ES	.....	.....	
	Bureau of Indian Education						
Washington, DC	Director	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Deputy Director, School Operations	Vacant	.....	ES	.....	.....	
Washington, DC	Deputy Director, Policy, Evaluation and Post Secondary Education.	Vacant	.....	ES	.....	.....	
Minnesota, MN	Associate Deputy Director - East	Career Incumbent	CA	ES	.....	.....	
Window Rock, AZ ..	Associate Deputy Director - Navajo	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Associate Deputy Director - West	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Director, Administration	.....do	CA	ES	.....	.....	
Do	Associate Deputy Director, Compliance, Monitoring and Accountability.	Career Incumbent	CA	ES	.....	.....	

DEPARTMENT OF THE INTERIOR OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE INSPECTOR GENERAL						
Washington, DC	Inspector General	Vacant	PAS	EX	.....	.....	

DEPARTMENT OF JUSTICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ATTORNEY GENERAL						
Washington, DC	Attorney General	Eric H. Holder, Jr.	PAS	EX	I		
Do	Chief of Staff	Gary G. Grindler	NA	ES			
Do	Deputy Chief of Staff and Counselor to the Attorney General.	Margaret Richardson	NA	ES			
Do	Counselor to the Attorney General	Channing Phillips	TA	ES			05/20/15
Do	.....do	Helaine Ann Greenfeld	NA	ES			
Do	.....do	Molly J. Moran	NA	ES			
Do	.....do	Stuart Delery	NA	ES			
Do	Counsel	Jenny Rachelle Mosier	SC	GS	15		
Do	White House Liaison	Sharon Werner	SC	GS	15		
Do	Confidential Assistant	Paula A. Bradley	SC	GS	14		
Do	Special Assistant	Patrick J. Shearns	SC	GS	12		
Do	.....do	Sarah Moss	SC	GS	11		
	OFFICE OF THE DEPUTY ATTORNEY GENERAL						
Do	Deputy Attorney General	James Michael Cole	PAS	EX	II		
Do	Principal Associate Deputy Attorney General	Career Incumbent	CA	ES			
Do	Chief of Staff and Counselor	Vacant		ES			
Do	Associate Deputy Attorney General	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	.....do	Vacant		ES			
Do	.....do	.....do		ES			
Do	.....do	Steven Reich	NA	ES			
Do	.....do	Charlotte A. Burrows	NA	ES			
Do	.....do	Vacant		ES			
Do	National Criminal Discovery Coordinator	Career Incumbent	CA	ES			
Do	Chief Privacy and Civil Liberties Officer	Vacant		ES			
Do	Deputy Chief of Staff and Senior Counsel	Monica Marie Ramirez	SC	GS	15		
Do	Senior Counsel	Eric Randal Columbus	SC	GS	15		
Do	.....do	Crystal Lynne Brown	SC	GS	15		
Do	.....do	Trisha Anderson	SC	GS	15		
Do	.....do	Miriam Barnett Vogel	SC	GS	15		
Do	Counsel	Jessica R. Hertz	SC	GS	14		
Do	Confidential Assistant	Melanie L. Dix	SC	GS	13		
	Criminal Division						
Do	Assistant Attorney General	Lanny A. Breuer	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General and Chief of Staff.	Mythili Raman	NA	ES			
Do	Deputy Assistant Attorney General	Vacant		ES			
Do	.....do	Jason Marc Weinstein	NA	ES			
Do	.....do	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Director, Office of Enforcement Operations	.....do	CA	ES			
Do	Deputy Director, Office of Enforcement Operations.	.....do	CA	ES			
Do	Director, Office of International Affairs	.....do	CA	ES			
Do	Deputy Director, Office of International Affairs.	.....do	CA	ES			
Do	Director, Office of Policy and Legislation	.....do	CA	ES			
Do	Chief, Capital Case Unit	.....do	CA	ES			
Do	Director, Human Rights Enforcement Strategy and Policy.	.....do	CA	ES			
Do	Counselor to the Assistant Attorney General	Amy Pope	NA	ES			
Do	Senior Counsel	Vacant		ES			
Do	Counsel to the Assistant Attorney General	Paul Michael Rosen	SC	GS	15		
	National Security Division						
Do	Assistant Attorney General	Lisa Monaco	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General and Chief of Staff.	Career Incumbent	CA	ES			
Do	Deputy Assistant Attorney General	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Director, FOIA and Declassification Program	.....do	CA	ES			
Do	Chief, Counterespionage Section	.....do	CA	ES			
Do	Chief, Counterterrorism Section	.....do	CA	ES			
Do	Chief, Policy-Office of Law and Policy	Vacant		ES			
Do	Counsel	Kate Heinzelman	SC	GS	14		
	Office of Legislative Affairs						
Do	Assistant Attorney General	Vacant	PAS	EX	IV		
Do	Deputy Assistant Attorney General	Mark David Agrast	NA	ES			
Do	.....do	Judith Carol Appelbaum	NA	ES			
Do	.....do	Vacant		ES			

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Special Counsel	Career Incumbent	CA	ES			
Do	Director, Office of Intergovernmental and Public Liaison.	Portia Lucille Roberson	NA	ES			
Do	Attorney Advisor	Rita Christine Aguilar	SC	GS	15		
Do	....do	Molly Gulland Gaston	SC	GS	13		
Do	Associate Director, Office of Intergovernmental and Public Liaison.	Alexa K. Chappell	SC	GS	13		
Do	Legislative Assistant	Peter James Kralovec	SC	GS	11		
	Office of Legal Counsel						
Do	Assistant Attorney General	Virginia Seitz	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General	Caroline D. Krass	NA	ES			
Do	Deputy Assistant Attorney General	Career Incumbent	CA	ES			
Do	....do	Karl Remon Thompson	NA	ES			
Do	....do	Cristina Maria Rodriguez	NA	ES			
Do	....do	John Edward Bies	NA	ES			
Do	....do	Benjamin Mizer	NA	ES			
Do	Special Counsel	Vacant		ES			
	Office of Legal Policy						
Do	Assistant Attorney General	Christopher Schroeder	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General	Elana Joy Tyrangiel	NA	ES			
Do	Deputy Assistant Attorney General	Vacant		ES			
Do	....do	Michael Arthur Zubrensky	NA	ES			
Do	....do	Career Incumbent	CA	ES			
Do	....do	....do	CA	ES			
Do	Senior Advisor	Kenneth E. Melson	NA	ES			
Do	Senior Counsel	Lisa Michelle Ellman	SC	GS	15		
Do	Counsel	Julian En-Jun Yap	SC	GS	14		
Do	Researcher	Daysi Alonzo	SC	GS	9		
	United States Parole Commission						
Do	Chairman	Isaac Fulwood, Jr.	PAS	EX	IV		
Do	Parole Commissioner	Cranston J. Mitchell	PAS	EX	V		
Do	....do	Charles T. Massarone	PAS	EX	V		
Do	....do	Patricia K. Cushwa	PAS	EX	V		
Do	....do	Jerrolyn Patricia Smoot	PAS	EX	V		
	Executive Office for United States Attorneys						
Do	Director	Career Incumbent	CA	ES			
Do	Principal Deputy and Chief of Staff	....do	CA	ES			
Do	Deputy Director and Counsel to the Director	....do	CA	ES			
Do	Project Manager, Palmetto Project	....do	CA	ES			
Do	Chief of Planning, Evaluation and Performance.	....do	CA	ES			
Montgomery, AL	United States Attorney, Alabama, Middle District.	George L. Beck, Jr.	PAS	AD	$155,500		
Huntsville, AL	United States Attorney, Alabama, Northern District.	Joyce Vance	PAS	AD	$155,500		
Mobile, AL	United States Attorney, Alabama, Southern District.	Kenyen R. Brown	PAS	AD	$155,500		
Anchorage, AK	United States Attorney, Alaska	Karen L. Loeffler	PAS	AD	$155,500		
Phoenix, AZ	United States Attorney, Arizona	John S. Leonardo	PAS	AD	$155,500		
Little Rock, AR	United States Attorney, Arkansas, Eastern District.	Christopher R. Thyer	PAS	AD	$155,500		
Fort Smith, AR	United States Attorney, Arkansas, Western District.	William Conner Eldridge, Jr..	PAS	AD	$155,500		
Los Angeles, CA	United States Attorney, California, Central District.	Andre Birotte, Jr.	PAS	AD	$155,500		
Sacramento, CA	United States Attorney, California, Eastern District.	Benjamin B. Wagner	PAS	AD	$155,500		
San Francisco, CA	United States Attorney, California, Northern District.	Melinda L. Haag	PAS	AD	$155,500		
San Diego, CA	United States Attorney, California, Southern District.	Laura Elizabeth Duffy	PAS	AD	$155,500		
Denver, CO	United States Attorney, Colorado	John F. Walsh III	PAS	AD	$155,500		
New Haven, CT	United States Attorney, Connecticut	David B. Fein	PAS	AD	$155,500		
Wilmington, DE	United States Attorney, Delaware	Charles M. Oberly III	PAS	AD	$155,500		
Washington, DC	United States Attorney, District of Columbia	Ronald C. Machen	PAS	AD	$155,500		
Tampa, FL	United States Attorney, Florida, Middle District.	Robert E. O Neill	PAS	AD	$155,500		
Tallahassee, FL	United States Attorney, Florida, Northern District.	Pamela Cothran Marsh	PAS	AD	$155,500		
Miami, FL	United States Attorney, Florida, Southern District.	Wifredo A. Ferrer	PAS	AD	$155,500		
Macon, GA	United States Attorney, Georgia, Middle District.	Michael J. Moore	PAS	AD	$155,500		

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Atlanta, GA	United States Attorney, Georgia, Northern District.	Sally Quillian Yates	PAS	AD	$155,500		
Savannah, GA	United States Attorney, Georgia, Southern District.	Edward J. Tarver	PAS	AD	$155,500		
Agana, Guam	United States Attorney, Guam	Alicia Limtiaco	PAS	AD	$155,500		
Honolulu, HI	United States Attorney, Hawaii	Florence T. Nakakuni	PAS	AD	$155,500		
Boise, ID	United States Attorney, Idaho	Wendy J. Olson	PAS	AD	$155,500		
Springfield, IL	United States Attorney, Illinois, Central District.	James Andrew Lewis	PAS	AD	$155,500		
Chicago, IL	United States Attorney, Illinois, Northern District.	Vacant	PAS	AD			
Fairview Heights, IL.	United States Attorney, Illinois, Southern District.	Stephen R. Wigginton	PAS	AD	$155,500		
Dyer, IN	United States Attorney, Indiana, Northern District.	David A. Capp	PAS	AD	$155,500		
Indianapolis, IN	United States Attorney, Indiana, Southern District.	Joseph H. Hogsett	PAS	AD	$155,500		
Cedar Rapids, IA	United States Attorney, Iowa, Northern District.	Stephanie Marie Rose	PAS	AD	$155,500		
Des Moines, IA	United States Attorney, Iowa, Southern District.	Nicholas A. Klinefeldt	PAS	AD	$155,500		
Wichita, KS	United States Attorney, Kansas	Barry R. Grissom	PAS	AD	$155,500		
Lexington, KY	United States Attorney, Kentucky, Eastern District.	Kerry B. Harvey	PAS	AD	$155,500		
Louisville, KY	United States Attorney, Kentucky, Western District.	David J. Hale	PAS	AD	$155,500		
New Orleans, LA	United States Attorney, Louisiana, Eastern District.	James B. Letten	PAS	AD	$155,500		
Baton Rouge, LA	United States Attorney, Louisiana, Middle District.	Donald J. Cazayoux, Jr.	PAS	AD	$155,500		
Shreveport, LA	United States Attorney, Louisiana, Western District.	Stephanie A. Finley	PAS	AD	$155,500		
Portland, ME	United States Attorney, Maine	Thomas E. Delahanty II	PAS	AD	$155,500		
Baltimore, MD	United States Attorney, Maryland	Rod J. Rosenstein	PAS	AD	$155,500		
Boston, MA	United States Attorney, Massachusetts	Carmen M. Ortiz	PAS	AD	$155,500		
Detroit, MI	United States Attorney, Michigan, Eastern District.	Barbara L. McQuade	PAS	AD	$155,500		
Grand Rapids, MI	United States Attorney, Michigan, Western District.	Patrick A. Miles, Jr.	PAS	AD	$155,500		
Minneapolis, MN	United States Attorney, Minnesota	Byron T. Jones	PAS	AD	$155,500		
Oxford, MS	United States Attorney, Mississippi, Northern District.	Felicia Colette Adams	PAS	AD	$155,500		
Jackson, MS	United States Attorney, Mississippi, Southern District.	Gregory K. Davis	PAS	AD	$155,500		
St. Louis, MO	United States Attorney, Missouri, Eastern District.	Richard Callahan	PAS	AD	$155,500		
Kansas City, MO	United States Attorney, Missouri, Western District.	Vacant	PAS	AD			
Billings, MT	United States Attorney, Montana	Michael Cotter	PAS	AD	$155,500		
Omaha, NE	United States Attorney, Nebraska	Deborah R. Gilg	PAS	AD	$155,500		
Las Vegas, NV	United States Attorney, Nevada	Daniel G. Bogden	PAS	AD	$155,500		
Concord, NH	United States Attorney, New Hampshire	John Paul Kacavas	PAS	AD	$155,500		
Newark, NJ	United States Attorney, New Jersey	Paul Joseph Fishman	PAS	AD	$155,500		
Albuquerque, NM	United States Attorney, New Mexico	Kenneth J. Gonzales	PAS	AD	$155,500		
New York-Kings, NY.	United States Attorney, New York, Eastern District.	Loretta Lynch	PAS	AD	$155,500		
Syracuse, NY	United States Attorney, New York, Northern District.	Richard S. Hartunian	PAS	AD	$155,500		
New York, NY	United States Attorney, New York, Southern District.	Preetinder Singh Bharara	PAS	AD	$155,500		
Buffalo, NY	United States Attorney, New York, Western District.	William J. Hochul	PAS	AD	$155,500		
Raleigh, NC	United States Attorney, North Carolina, Eastern District.	Thomas G. Walker	PAS	AD	$155,500		
Greensboro, NC	United States Attorney, North Carolina, Middle District.	Ripley E. Rand	PAS	AD	$155,500		
Charlotte, NC	United States Attorney, North Carolina, Western District.	Anne Magee Tompkins	PAS	AD	$155,500		
Fargo, ND	United States Attorney, North Dakota	Timothy Q. Purdon	PAS	AD	$155,500		
Cleveland, OH	United States Attorney, Ohio, Northern District.	Steven Dettelbach	PAS	AD	$155,500		
Dayton, OH	United States Attorney, Ohio, Southern District.	Carter M. Stewart	PAS	AD	$155,500		
Muskogee, OK	United States Attorney, Oklahoma, Eastern District.	Mark F. Green	PAS	AD	$155,500		

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Tulsa, OK	United States Attorney, Oklahoma, Northern District.	Danny C. Williams, Sr.	PAS	AD	$155,500		
Oklahoma City, OK	United States Attorney, Oklahoma, Western District.	Sanford C. Coats	PAS	AD	$155,500		
Portland, OR	United States Attorney, Oregon	S. Amanda Marshall	PAS	AD	$155,500		
Philadelphia, PA	United States Attorney, Pennsylvania, Eastern District.	Zane D. Memeger	PAS	AD	$155,500		
Williamsport, PA	United States Attorney, Pennsylvania, Middle District.	Peter J. Smith	PAS	AD	$155,500		
Pittsburgh, PA	United States Attorney, Pennsylvania, Western District.	David J. Hickton	PAS	AD	$155,500		
Hato Rey, Puerto Rico.	United States Attorney, Puerto Rico	Rosa Rodriguez-Velez	PAS	AD	$155,500		
Providence, RI	United States Attorney, Rhode Island	Peter F. Neronha	PAS	AD	$155,500		
Columbia, SC	United States Attorney, South Carolina	William N. Nettles	PAS	AD	$155,500		
Sioux Falls, SD	United States Attorney, South Dakota	Brendan Johnson	PAS	AD	$155,500		
Chattanooga, TN	United States Attorney, Tennessee, Eastern District.	William C. Killian	PAS	AD	$155,500		
Nashville, TN	United States Attorney, Tennessee, Middle District.	Gerald E. Martin	PAS	AD	$155,500		
Memphis, TN	United States Attorney, Tennessee, Western District.	Edward L. Stanton III	PAS	AD	$155,500		
Plano, TX	United States Attorney, Texas, Eastern District.	John Malcolm Bales	PAS	AD	$155,500		
Fort Worth, TX	United States Attorney, Texas, Northern District.	Sarah Ruth Saldana	PAS	AD	$155,500		
Houston, TX	United States Attorney, Texas, Southern District.	Kenneth Magidson	PAS	AD	$155,500		
San Antonio, TX	United States Attorney, Texas, Western District.	Robert L. Pitman	PAS	AD	$155,500		
Salt Lake City, UT	United States Attorney, Utah	David B. Barlow	PAS	AD	$155,500		
Burlington, VT	United States Attorney, Vermont	Tristram Joseph Coffin	PAS	AD	$155,500		
St. Croix, Virgin Islands.	United States Attorney, Virgin Islands	Ronald W. Sharpe	PAS	AD	$155,500		
Alexandria, VA	United States Attorney, Virginia, Eastern District.	Neil H. MacBride	PAS	AD	$155,500		
Roanoke, VA	United States Attorney, Virginia, Western District.	Timothy J. Heaphy	PAS	AD	$155,500		
Spokane, WA	United States Attorney, Washington, Eastern District.	Michael C. Ormsby	PAS	AD	$155,500		
Seattle, WA	United States Attorney, Washington, Western District.	Jenny A. Durkan	PAS	AD	$155,500		
Wheeling, WV	United States Attorney, West Virginia, Northern District.	William J. Ihlenfeld II	PAS	AD	$155,500		
Charleston, WV	United States Attorney, West Virginia, Southern District.	Robert Booth Goodwin II	PAS	AD	$155,500		
Milwaukee, WI	United States Attorney, Wisconsin, Eastern District.	James Lewis Santelle	PAS	AD	$155,500		
Madison, WI	United States Attorney, Wisconsin, Western District.	John W. Vaudreuil	PAS	AD	$155,500		
Cheyenne, WY	United States Attorney, Wyoming	Christopher A. Crofts	PAS	AD	$155,500		
Washington, DC	Counsel	Elizabeth Alexander	SC	GS	15		
Do	.....do	Aaron M. Lewis	SC	GS	15		
Do	.....do	Jason F. Cunningham	SC	GS	11		
	Executive Office for Immigration Review						
Falls Church, VA	Director	Career Incumbent	CA	ES			
Do	Deputy Director	Vacant		ES			
	Office of the Pardon Attorney						
Washington, DC	Pardon Attorney	Career Incumbent	CA	ES			
	Office of Public Affairs						
Do	Director	Tracy Alice Schmaler	NA	ES			
Do	Deputy Director	Nanda Chitre	SC	GS	15		
Do	Senior Public Affairs Specialist	Allison Price	SC	GS	15		
Do	Speechwriter	Brianne Holloran Frazier	SC	GS	15		
Do	Press Secretary	Adora Michelle Andy	SC	GS	15		
Do	Public Affairs Specialist	Beverley Lumpkin	SC	GS	14		
Do	New Media Specialist	Tracy Russo	SC	GS	14		
Do	Deputy Speechwriter	Riley Land Roberts	SC	GS	9		
Do	Confidential Assistant	Katherine Elizabeth Dixon	SC	GS	7		
Do	Press Assistant	Mitchell Ryan Rivard	SC	GS	7		
Do	.....do	Michael R. Passman	SC	GS	7		
	Rule of Law Office						
Baghdad, Iraq	Justice Attaché	James Clayton Joyner	TA	ES			11/20/12
Kabul, Afghanistan	Justice Attaché Afghanistan	David J. Schwendiman	TA	ES			07/01/13

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Executive Office for Organized Crime Drug Enforcement Task Forces						
Washington, DC	Director, Organized Crime Drug Enforcement Task Forces, Fusion Center.	Vacant	.....	ES	.....	.....	
Do	Deputy Director, OCDETF	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF THE ASSOCIATE ATTORNEY GENERAL						
Do	Associate Attorney General	Vacant	PAS	EX	III	.....	
Do	Principal Deputy Associate Attorney General	Elizabeth Gordon Taylor ...	NA	ES	.....	.....	
Do	Deputy Associate Attorney General	A. Marisa Chun	NA	ES	.....	.....	
Do	.....do	Vacant	.....	ES	.....	.....	
Do	.....do	Samuel Hirsch	NA	ES	.....	.....	
Do	.....do	Julia Elizabeth McEvoy	NA	ES	.....	.....	
Do	Senior Counsel	Daniel Benjamin Olmos	SC	GS	15	.....	
Do	.....do	Melanca Durham Clark	SC	GS	15	.....	
Do	.....do	Karen Ann Lash	SC	GS	15	.....	
Do	Counsel	Mala Adiga	SC	GS	14	.....	
Do	Attorney Advisor	Cindy Chang	SC	GS	14	.....	
	Antitrust Division						
Do	Assistant Attorney General	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy Assistant Attorney General	Joseph F. Wayland	NA	ES	.....	.....	
Do	Deputy Assistant Attorney General	Renatta B. Hesse	NA	ES	.....	.....	
Do	.....do	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Leslie Suzanne Overton	NA	ES	.....	.....	
Do	.....do	Vacant	.....	ES	.....	.....	
Do	.....do	.....do	.....	ES	.....	.....	
Do	Director of Operations	Career Incumbent	CA	ES	.....	.....	
San Francisco, CA	Director, Criminal Enforcement	.....do	CA	ES	.....	.....	
Washington, DC	Chief, Litigation I Section	.....do	CA	ES	.....	.....	
Do	Chief, Appellate Section	.....do	CA	ES	.....	.....	
Do	Chief, Foreign Commerce Section	.....do	CA	ES	.....	.....	
Do	Chief, Transportation/Energy/Agriculture Section.	Vacant	.....	ES	.....	.....	
Cleveland, OH	Chief, Cleveland Field Office	Career Incumbent	CA	ES	.....	.....	
Chicago, IL	Chief, Chicago Field Office	.....do	CA	ES	.....	.....	
San Francisco, CA	Chief, San Francisco Field Office	.....do	CA	ES	.....	.....	
Philadelphia, PA	Chief, Philadelphia Field Office	.....do	CA	ES	.....	.....	
Atlanta, GA	Chief, Atlanta Field Office	.....do	CA	ES	.....	.....	
New York, NY	Chief, New York Field Office	.....do	CA	ES	.....	.....	
Dallas, TX	Chief, Dallas Field Office	.....do	CA	ES	.....	.....	
Washington, DC	Chief, Legal Policy Section	.....do	CA	ES	.....	.....	
Do	Chief, Economic Litigation Section	.....do	CA	ES	.....	.....	
Do	Chief, Litigation II Section	.....do	CA	ES	.....	.....	
Do	Chief, National Criminal Enforcement Section.	.....do	CA	ES	.....	.....	
Do	Chief, Networks and Technology Enforcement Section.	.....do	CA	ES	.....	.....	
Do	Chief, Litigation III Section	.....do	CA	ES	.....	.....	
Do	Chief, Competition Policy Section	Vacant	.....	ES	.....	.....	
Do	Deputy Chief, Legal Policy Section	.....do	.....	ES	.....	.....	
Do	Senior Counsel (Competition Policy)	Terrell McSweeny	NA	ES	.....	.....	
Do	Chief of Staff and Counsel to the Assistant Attorney General.	Jamillia Magdalena Padua Ferris.	SC	GS	15	.....	
Do	Counsel	Courtney Lauren Weiner ...	SC	GS	14	.....	
Do	Confidential Assistant	Jean Claire Meikle	SC	GS	12	.....	
	Civil Division						
Do	Assistant Attorney General	Tony West	PAS	EX	IV	.....	
Do	Principal Deputy Assistant Attorney General	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Attorney General	.....do	.....	ES	.....	.....	
Do	.....do	Brian Philip Hauck	NA	ES	.....	.....	
Do	.....do	Vacant	.....	ES	.....	.....	
Do	.....do	Maame Ewusi-Mensah Frimpong.	NA	ES	.....	.....	
Do	.....do	Ian H. Gershengorn	NA	ES	.....	.....	
Do	.....do	Beth Susan Brinkmann	NA	ES	.....	.....	
Do	Director, Appellate Staff	Career Incumbent	CA	ES	.....	.....	
Do	Director, Commercial Litigation Branch, Civil Fraud Section.	.....do	CA	ES	.....	.....	
Do	Director, Commercial Litigation Branch, National Courts Section.	.....do	CA	ES	.....	.....	
Do	Branch Director, Federal Programs Branch I	.....do	CA	ES	.....	.....	
Do	Branch Director, Federal Programs Branch II	.....do	CA	ES	.....	.....	
Do	Director, Commercial Litigation Branch, Corporate/Financial Section.	.....do	CA	ES	.....	.....	

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Federal Tort Claims Act Section	Career Incumbent	CA	ES			
Do	Director, Intellectual Property Section	.....do	CA	ES			
Do	Director, Constitutional and Specialized Tort Litigation Section.	.....do	CA	ES			
Do	Director, Aviation and Admiralty Section	.....do	CA	ES			
Do	Branch Director, Federal Programs Branch III.	.....do	CA	ES			
Do	Director, Office of Immigration Litigation, Appellate Section.	.....do	CA	ES			
Do	Director, Environmental Tort Litigation Section.	.....do	CA	ES			
Do	Deputy Director, Commercial Litigation Branch, National Courts Section.	.....do	CA	ES			
Do	Director, Office of Immigration Litigation, Federal District Court Section.	.....do	CA	ES			
Do	Counselor to the Assistant Attorney General	Vacant		ES			
Do	Special Litigation Counsel, Federal Programs	Career Incumbent	CA	ES			
Do	Appellate Litigation Counsel	Vacant		ES			
Do	Senior Counsel	Natalia Tania Sorgente	SC	GS	15		
Do	Counsel and Chief of Staff	Jonathan Foster Olin	SC	GS	15		
Do	Counsel	Geoffrey Graber	SC	GS	15		
Do	.....do	Brian Jeffrey Martinez	SC	GS	15		
Do	.....do	Melanie Therese Singh	SC	GS	15		
	Civil Rights Division						
Do	Assistant Attorney General	Thomas E. Perez	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General	Jocelyn Samuels	NA	ES			
Do	Deputy Assistant Attorney General	Career Incumbent	CA	ES			
Do	.....do	Roy Austin, Jr.	NA	ES			
Do	.....do	Matthew Byron Colangelo	NA	ES			
Do	.....do	Victoria Helen Schultz	NA	ES			
Do	Counselor to the Assistant Attorney General	Vacant		ES			
Do	Counsel to the Assistant Attorney General	Career Incumbent	CA	ES			
Do	Chief, Employment Litigation Section	.....do	CA	ES			
Do	Chief, Appellate Section	.....do	CA	ES			
Do	Chief, Criminal Section	.....do	CA	ES			
Do	Chief, Housing and Civil Enforcement Section	.....do	CA	ES			
Do	Chief, Voting Section	.....do	CA	ES			
Do	Chief, Educational Opportunities Section	.....do	CA	ES			
Do	Chief, Special Litigation Section	.....do	CA	ES			
Do	Chief, Coordination and Review Section	.....do	CA	ES			
Do	Chief, Disability Rights Section	.....do	CA	ES			
Do	Principal Deputy Chief, Criminal Section	.....do	CA	ES			
Do	Principal Deputy Chief, Voting Section	.....do	CA	ES			
Do	Deputy Special Counsel for Immigration-Related Unfair Employment Practices.	.....do	CA	ES			
Do	Counsel to the Special Litigation Section Chief.	.....do	CA	ES			
Do	Special Counsel for Immigration-Related Unfair Employment Practices.	Vacant	PAS	SL			
Do	Senior Counsel	Eve Lynne Hill	SC	GS	15		
Do	Counsel	Mazen Mohammed Basrawi.	SC	GS	15		
Do	.....do	Emily Martha Loeb	SC	GS	13		
	Environment and Natural Resources Division						
Do	Assistant Attorney General	Ignacia S. Moreno	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General	Robert G. Dreher	NA	ES			
Do	Deputy Assistant Attorney General	Career Incumbent	CA	ES			
Do	.....do	Steven C. Silverman	NA	ES			
Do	.....do	Ethan Gregory Shenkman	NA	ES			
Do	.....do	Career Incumbent	CA	ES			
Do	Chief, Law and Policy Section	.....do	CA	ES			
Do	Deputy Chief, Appellate Section	.....do	CA	ES			
Do	Special Assistant	Paulo Custodio Palugod	SC	GS	11		
	Tax Division						
Do	Assistant Attorney General	Kathryn Keneally	PAS	EX	IV		
Do	Deputy Assistant Attorney General	Tamara W. Ashford	NA	ES			
Do	.....do	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	.....do	Vacant		ES			
Do	Counsel	Dean Paik	SC	GS	15		
	Office of Justice Programs						
Do	Assistant Attorney General	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Attorney General	Mary Lou Leary	NA	ES			

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Attorney General, Operations and Management.	Career Incumbent	CA	ES	.....	.....	
Do	Chief Information Officer	.....do	CA	ES	.....	.....	
Do	General Counsel	.....do	CA	ES	.....	.....	
Do	Director, Bureau of Justice Statistics	James Patrick Lynch	PAS	EX	IV	.....	
Do	Director, National Institute of Justice	John Henry Laub	PAS	EX	IV	.....	
Do	Director, Bureau of Justice Assistance	Denise O'Donnell	PAS	EX	IV	.....	
Do	Director, Office for Victims of Crime	Vacant	PAS	EX	IV	.....	
Do	Director, Community Capacity Development Office.	.....do	.....	ES	.....	.....	
Do	Deputy Director for Programs, Bureau of Justice Assistance.	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director, Policy and Management, Bureau of Justice Assistance.	.....do	CA	ES	.....	.....	
Do	Deputy Director for Planning, Bureau of Justice Assistance.	.....do	CA	ES	.....	.....	
Do	Deputy Director, National Institute of Justice	.....do	CA	ES	.....	.....	
Do	Deputy Director, Bureau of Justice Statistics	.....do	CA	ES	.....	.....	
Do	Deputy Director, Office for Victims of Crime ..	.....do	CA	ES	.....	.....	
Do	Administrator, Office of Juvenile Justice and Delinquency Prevention.	Vacant	PAS	EX	IV	.....	
Do	Principal Deputy Administrator, Office of Juvenile Justice and Delinquency Prevention.	Melodee Hanes	NA	ES	.....	.....	
Do	Deputy Administrator for Programs, Office of Juvenile Justice and Delinquency Prevention.	Career Incumbent	CA	ES	.....	.....	
Do	SMART Program Coordinator	Linda M. Baldwin	NA	ES	.....	.....	
Do	Deputy Administrator for Policy	Career Incumbent	CA	ES	.....	.....	
Do	Executive Science Advisor, National Institute of Justice.	.....do	CA	ES	.....	.....	
Do	Senior Advisor to the Assistant Attorney General.	Lynn Dudley Overmann	SC	GS	15	.....	
Do	.....do	Amy Solomon	SC	GS	15	.....	
Do	Chief of Staff	Thomas Peter Abt	SC	GS	15	.....	
Do	.....do	Anna Dolores Martinez	SC	GS	15	.....	
Do	Senior Advisor	Ellen Claire Williams	SC	GS	15	.....	
Do	Director, Faith-Based and Neighborhood Partnerships.	Eugene Lawrence Schneeberg Sr..	SC	GS	14	.....	
Do	Special Assistant	Jacqueline L. Rivers	SC	GS	12	.....	
Do	Policy Advisor	Theron Phillip Pride, Jr. ...	SC	GS	12	.....	
	Community Relations Service						
Do	Director	Grande H. Lum	PAS	EX	IV	.....	
Do	Senior Counsel	Becky Lyn Monroe	SC	GS	15	.....	
	Foreign Claims Settlement Commission						
Do	Chairman	Timothy J. Feighery	PAS	EX	V	.....	
Do	Member	Rafael E. Martinez	PAS	EX	V	.....	
Do	.....do	Anuj Desai	PAS	EX	V	.....	
Do	Special Assistant to the Chairman	Avin Pravind Sharma	SC	GS	14	.....	
	Office on Violence Against Women						
Do	Director	Vacant	PAS	EX	V	.....	
Do	Principal Deputy Director	Beatrice Hanson	NA	ES	.....	.....	
Do	Deputy Director for Policy Development	Virginia Davis	SC	GS	15	.....	
Do	Confidential Assistant	Elisabeth Walker Evans	SC	GS	9	.....	
Do	Special Assistant	Brenda Auterman	SC	GS	9	.....	
	Executive Office for United States Trustees						
Do	Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director, Field Operations	Vacant	.....	ES	.....	.....	
Do	Deputy Director, Management	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Director General Counsel	.....do	CA	ES	.....	.....	
Do	Counsel to the Director	.....do	CA	ES	.....	.....	
	Community Oriented Policing Services						
Do	Director	Bernard Keith Melekian	NA	ES	.....	.....	
Do	Principal Deputy Director	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF THE SOLICITOR GENERAL						
Do	Solicitor General	Donald Beaton Verrilli, Jr.	PAS	EX	III	.....	
	Office of Information Policy						
Do	Director, Policy and Litigation	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF THE SOLICITOR GENERAL						
Do	Principal Deputy Solicitor General	Srikanth Srinivasan	NA	ES	.....	.....	
Do	Deputy Solicitor General	Career Incumbent	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Solicitor General	Career Incumbent	CA	ES			
	FEDERAL BUREAU OF INVESTIGATION						
Do	Director	Robert S. Mueller III	PAS	EX	II		
	DRUG ENFORCEMENT ADMINISTRATION						
Do	Administrator	Michele M. Leonhart	PAS	EX	III		
Do	Deputy Administrator	Thomas M. Harrigan	PAS	EX	V		
	BUREAU OF ALCOHOL, TOBACCO, FIREARMS AND EXPLOSIVES						
Do	Director	Vacant	PAS	EX	III		
Do	Deputy Chief Counsel	Career Incumbent	CA	ES			
Do	Chief Counsel	Vacant		ES			
	UNITED STATES MARSHALS SERVICE						
Arlington, VA	Director	Stacia A. Hylton	PAS	EX	IV		
Do	General Counsel	Career Incumbent	CA	ES			
Do	Director, United States National Central Bureau of Interpol.	Timothy A. Williams	TA	ES			10/12/12
Do	Special Assistant for Financial Systems	Career Incumbent	CA	ES			
Montgomery, AL	United States Marshal, Alabama, Middle District.	Arthur D. Baylor	PAS	GS	15		
Birmingham, AL	United States Marshal, Alabama, Northern District.	Chester M. Keely	PAS	GS	15		
Mobile, AL	United States Marshal, Alabama, Southern District.	Charles E. Andrews	PAS	GS	15		
Anchorage, AK	United States Marshal, Alaska	Robert W. Heun	PAS	GS	15		
Phoenix, AZ	United States Marshal, Arizona	David P. Gonzales	PAS	SL	$155,500		
Little Rock, AR	United States Marshal, Arkansas, Eastern District.	Clifton T. Massanelli	PAS	GS	15		
Fort Smith, AR	United States Marshal, Arkansas, Western District.	Harold M. Oglesby	PAS	GS	15		
Los Angeles, CA	United States Marshal, California, Central District.	David Singer	PAS	SL	$155,500		
Sacramento, CA	United States Marshal, California, Eastern District.	Albert Najera	PAS	SL	$155,500		
San Francisco, CA	United States Marshal, California, Northern District.	Donald M. O'Keefe	PAS	SL	$155,500		
San Diego, CA	United States Marshal, California, Southern District.	Steven C. Stafford	PAS	SL	$155,500		
Denver, CO	United States Marshal, Colorado	John L. Kammerzell	PAS	SL	$155,500		
New Haven, CT	United States Marshal, Connecticut	Joseph P. Faughnan	PAS	GS	15		
Wilmington, DE	United States Marshal, Delaware	Joseph A. Papili	PAS	GS	15		
Washington, DC	United States Marshal, District of Columbia, District Court.	Edwin D. Sloane	PAS	SL	$155,500		
Do	United States Marshal, Superior Court Washington, District of Columbia.	Michael A. Hughes	PAS	SL	$155,500		
Tampa, FL	United States Marshal, Florida, Middle District.	William B. Berger, Sr.	PAS	SL	$155,500		
Tallahassee, FL	United States Marshal, Florida, Northern District.	Edward M. Spooner	PAS	SL	$155,500		
Miami, FL	United States Marshal, Florida, Southern District.	Vacant	PAS	SL			
Macon, GA	United States Marshal, Georgia, Middle District.	Willie L. Richardson	PAS	GS	15		
Atlanta, GA	United States Marshal, Georgia, Northern District.	Beverly J. Harvard	PAS	SL	$155,500		
Savannah, GA	United States Marshal, Georgia, Southern District.	Stephen J. Smith	PAS	GS	15		
Honolulu, HI	United States Marshal, Hawaii	Gervin K. Miyamoto	PAS	GS	15		
Boise, ID	United States Marshal, Idaho	Brian T. Underwood	PAS	GS	15		
Springfield, IL	United States Marshal, Illinois, Central District.	Kenneth F. Bohac	PAS	GS	15		
Chicago, IL	United States Marshal, Illinois, Northern District.	Darryl Keith McPherson	PAS	SL	$155,500		
East St. Louis, IL	United States Marshal, Illinois, Southern District.	Don Slazinik	PAS	GS	15		
South Bend, IN	United States Marshal, Indiana, Northern District.	Myron M. Sutton	PAS	GS	15		
Indianapolis, IN	United States Marshal, Indiana, Southern District.	Kerry J. Forestal	PAS	GS	15		
Cedar Rapids, IA	United States Marshal, Iowa, Northern District.	Kenneth J. Runde	PAS	GS	15		
Des Moines, IA	United States Marshal, Iowa, Southern District.	Michael R. Bladel	PAS	GS	15		

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Topeka, KS	United States Marshal, Kansas	Walter R. Bradley	PAS	GS	15		
Lexington, KY	United States Marshal, Kentucky, Eastern District.	Parker L. Carl	PAS	GS	15		
Louisville, KY	United States Marshal, Kentucky, Western District.	James E. Clark	PAS	GS	15		
New Orleans, LA	United States Marshal, Louisiana, Eastern District.	Genevieve L. May	PAS	GS	15		
Baton Rouge, LA	United States Marshal, Louisiana, Middle District.	Kevin C. Harrison	PAS	GS	15		
Shreveport, LA	United States Marshal, Louisiana, Western District.	Henry L. Whitehorn	PAS	GS	15		
Portland, ME	United States Marshal, Maine	Noel C. March	PAS	GS	15		
Baltimore, MD	United States Marshal, Maryland	Johnny L. Hughes	PAS	SL	$155,500		
Boston, MA	United States Marshal, Massachusetts	John Gibbons	PAS	SL	$155,500		
Detroit, MI	United States Marshal, Michigan, Eastern District.	Robert M. Grubbs	PAS	SL	$155,500		
Grand Rapids, MI	United States Marshal, Michigan, Western District.	Peter C. Munoz	PAS	GS	15		
Minneapolis, MN	United States Marshal, Minnesota	Sharon Lubinski	PAS	SL	$155,500		
Oxford, MS	United States Marshal, Mississippi, Northern District.	Dennis J. Erby	PAS	GS	15		
Jackson, MS	United States Marshal, Mississippi, Southern District.	George White	PAS	GS	15		
St. Louis, MO	United States Marshal, Missouri, Eastern District.	William C. Sibert	PAS	SL	$155,500		
Kansas City, MO	United States Marshal, Missouri, Western District.	Alfred Lomax	PAS	GS	15		
Billings, MT	United States Marshal, Montana	Darrell J. Bell	PAS	GS	15		
Omaha, NE	United States Marshal, Nebraska	Mark A. Martinez	PAS	GS	15		
Las Vegas, NV	United States Marshal, Nevada	Christopher T. Hoye	PAS	SL	$155,500		
Concord, NH	United States Marshal, New Hampshire	David L. Cargill, Jr.	PAS	GS	15		
Newark, NJ	United States Marshal, New Jersey	Juan Mattos, Jr.	PAS	SL	$155,500		
Albuquerque, NM	United States Marshal, New Mexico	Conrad E. Candelaria	PAS	SL	$155,500		
New York-Kings, NY.	United States Marshal, New York, Eastern District.	Charles G. Dunne	PAS	SL	$155,500		
Syracuse, NY	United States Marshal, New York, Northern District.	David L. McNulty	PAS	GS	15		
New York, NY	United States Marshal, New York, Southern District.	Joseph R. Guccione	PAS	SL	$155,500		
Buffalo, NY	United States Marshal, New York, Western District.	Charles F. Salina	PAS	GS	15		
Raleigh, NC	United States Marshal, North Carolina, Eastern District.	Scott J. Parker	PAS	GS	15		
Greensboro, NC	United States Marshal, North Carolina, Middle District.	Willie R. Stafford III	PAS	GS	15		
Charlotte, NC	United States Marshal, North Carolina, Western District.	Kelly M. Nesbit	PAS	GS	15		
Bismarck, ND	United States Marshal, North Dakota	Paul Ward	PAS	GS	15		
Cleveland, OH	United States Marshal, Ohio, Northern District.	Peter J. Elliott	PAS	SL	$155,500		
Cincinnati, OH	United States Marshal, Ohio, Southern District.	Vacant	PAS	SL			
Muskogee, OK	United States Marshal, Oklahoma, Eastern District.	John W. Loyd	PAS	GS	15		
Tulsa, OK	United States Marshal, Oklahoma, Northern District.	Clayton D. Johnson	PAS	GS	15		
Oklahoma City, OK	United States Marshal, Oklahoma, Western District.	Charles T. Weeks II	PAS	GS	15		
Portland, OR	United States Marshal, Oregon	Russel E. Burger	PAS	SL	$155,500		
Philadelphia, PA	United States Marshal, Pennsylvania, Eastern District.	David Blake Webb	PAS	SL	$155,500		
Lackawanna, PA	United States Marshal, Pennsylvania, Middle District.	Martin J. Pane	PAS	SL	$155,500		
Pittsburgh, PA	United States Marshal, Pennsylvania, Western District.	Steven R. Frank	PAS	GS	15		
San Juan, Puerto Rico.	United States Marshal, Puerto Rico	Vacant	PAS	SL			
Providence, RI	United States Marshal, Rhode Island	Jamie Hainsworth	PAS	GS	15		
Columbia, SC	United States Marshal, South Carolina	Kelvin C. Washington	PAS	SL	$155,500		
Sioux Falls, SD	United States Marshal, South Dakota	Paul C. Thielen	PAS	GS	15		
Knoxville, TN	United States Marshal, Tennessee, Eastern District.	James T. Fowler	PAS	GS	15		
Nashville, TN	United States Marshal, Tennessee, Middle District.	Denny W. King	PAS	GS	15		
Memphis, TN	United States Marshal, Tennessee, Western District.	Jeffrey T. Holt	PAS	GS	15		

DEPARTMENT OF JUSTICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Beaumont, TX	United States Marshal, Texas, Eastern District.	Vacant	PAS	SL			
Dallas, TX	United States Marshal, Texas, Northern District.	Randy P. Ely	PAS	SL	$155,500		
Houston, TX	United States Marshal, Texas, Southern District.	Vacant	PAS	SL			
San Antonio, TX	United States Marshal, Texas, Western District.	Robert R. Almonte	PAS	SL	$155,500		
Salt Lake City, UT	United States Marshal, Utah	James A. Thompson	PAS	GS	15		
Burlington, VT	United States Marshal, Vermont	David E. Demag	PAS	GS	15		
St. Thomas, Virgin Islands.	United States Marshal, Virgin Islands	Vacant	PAS	GS	15		
Alexandria, VA	United States Marshal, Virginia, Eastern District.	Robert W. Mathieson	PAS	SL	$155,500		
Roanoke, VA	United States Marshal, Virginia, Western District.	Gerald S. Holt	PAS	GS	15		
Spokane, WA	United States Marshal, Washington, Eastern District.	Craig E. Thayer	PAS	GS	15		
Seattle, WA	United States Marshal, Washington, Western District.	Mark L. Ericks	PAS	SL	$155,500		
Clarksburg, WV	United States Marshal, West Virginia, Northern District.	Gary M. Gaskins	PAS	GS	15		
Beckley, WV	United States Marshal, West Virginia, Southern District.	John D. Foster	PAS	GS	15		
Milwaukee, WI	United States Marshal, Wisconsin, Eastern District.	Kevin A. Carr	PAS	GS	15		
Madison, WI	United States Marshal, Wisconsin, Western District.	Dallas S. Neville	PAS	GS	15		
Cheyenne, WY	United States Marshal, Wyoming	Joseph C. Moore	PAS	GS	15		
Agana, Guam	United States Marshal, Guam/Northern Mariana Islands.	Frank Leon Guerrero	PAS	GS	15		
	FEDERAL BUREAU OF PRISONS						
Washington, DC	Director	Career Incumbent	CA	ES			
Do	Director National Institute of Corrections	Morris L. Thigpen	NA	ES			

DEPARTMENT OF JUSTICE OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	FRONT OFFICE						
Washington, DC	Inspector General	Michael E. Horowitz	PAS	OT	$170,259		

DEPARTMENT OF LABOR

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Hilda Solis	PAS	EX	I		
Do	Chief of Staff	Ana Mak Ma	NA	ES			
Do	Deputy Chief of Staff	Mary Elizabeth Maxwell	NA	ES			
Do	White House Liaison	Maya E. Goines	SC	GS	14		
Do	Executive Assistant and Director of Scheduling and Advance.	Cortney Elizabeth Hoover-Bright.	SC	GS	14		
Do	Special Assistant	Cindy I. Chen	SC	GS	13		
Do	.....do	Maria Lucero Ortiz	SC	GS	13		
Do	.....do	Joseph Henriquez McNearney.	SC	GS	13		
Do	Chief Economist	Adriana D. Kugler	SC	SL			
Do	Senior Counselor	Irasema T. Garza	NA	ES			
Do	Director of Recovery for Auto Communities and Workers.	Roy Kojo Jawara Williams	NA	ES			
Do	Deputy Director of Recovery for Auto Communities and Workers.	John T. Metcalf	SC	GS	15		
Do	Director, Faith Based and Community Initiatives.	Philip Tom	SC	GS	15		
Do	Associate Director, Faith Based and Community Initiatives.	Benjamin Seigel	SC	GS	15		
Do	Director, Public Engagement	Gabriela D. Lemus	SC	GS	15		
Do	Policy Advisor	Zachary A. Epstein	SC	GS	11		
Do	Special Assistant	Roberto Carlos Soberanis	SC	GS	13		
Do	.....do	Harin J. Contractor	SC	GS	13		
Do	.....do	Meki Bracken	SC	GS	13		
Do	Scheduler	Soledad N. Roybal	SC	GS	13		
Do	Special Assistant	Tom L. Kelly	SC	GS	12		
Do	.....do	Jeremy Bishop	SC	GS	12		
Do	.....do	Joseph J. Martinez	SC	GS	12		
Do	.....do	Lauren E. Leonard	SC	GS	11		
Do	.....do	A'Shanti Fayshel Gholar	SC	GS	11		
Do	Staff Assistant	Jose Alberto Rodriguez	SC	GS	9		
	Office of the Deputy Secretary						
Do	Deputy Secretary	Seth Harris	PAS	EX	II		
Do	Associate Deputy Secretary	Laura V. McClintock	NA	ES			
Do	.....do	Nancy M. Rooney	TA	ES			06/19/13
Do	Counselor in the Office of the Deputy Secretary.	Yvette Marie Meftah	NA	ES			
Do	Executive Secretary	Elizabeth O. Kim	NA	ES			
Do	Senior Advisor to the Deputy Secretary	Xavier Hughes	SC	GS	15		
Do	Special Assistant	Natalie Palugyai	SC	GS	15		
Do	.....do	Adam Brickman	SC	GS	9		
	WOMEN'S BUREAU						
Do	Director	Vacant	PAS	SL			
Do	Deputy Director	Latifa Lyles	NA	ES			
Do	Chief of Staff	Sandra Vega	SC	GS	15		
Do	Senior Policy Advisor	Nancy Santiago Negron	SC	GS	15		
Do	Special Assistant	Kathleen Gaspard	SC	GS	11		
	OFFICE OF PUBLIC AFFAIRS						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Senior Advisor for Communications and Public Affairs.	Carl A. Fillichio	NA	ES			
Do	Senior Managing Director	Elizabeth N. Alexander	NA	ES			
Do	Speechwriter	Eric Kleiman	SC	GS	15		
Do	.....do	Emilia Pablo Montano	SC	GS	12		
Do	.....do	Adrian Solorzano Haro	SC	GS	11		
Do	Special Assistant	Joshua R. Lamont	SC	GS	15		
Do	.....do	Jason Surbey	SC	GS	14		
Do	.....do	Sonia Melendez	SC	GS	14		
Do	.....do	David S. Roberts	SC	GS	13		
Do	.....do	Clarisse A. Young	SC	GS	12		
Do	.....do	Treci Johnson	SC	GS	11		
Do	.....do	Jesse W. Lawder	SC	GS	11		
Do	.....do	Jason Kuruvilla	SC	GS	9		
Do	.....do	Adriano T. Llosa	SC	GS	7		
	OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS						
Do	Assistant Secretary	Brian Vincent Kennedy	PAS	EX	IV		
Do	Deputy Assistant Secretary	Adri D. Jayaratne	NA	ES			
Do	Deputy Assistant Secretary for Operations	Terry Bergman	NA	ES			
Do	Chief of Staff	Julia McKinney	SC	GS	14		
Do	Director, Intergovernmental Affairs	Elmy A. Bermejo	SC	GS	15		

DEPARTMENT OF LABOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Director of Intergovernmental Affairs	Carrianna Suiter	SC	GS	11		
Do	Senior Counselor	Patrick Findlay	SC	GS	15		
Do	Senior Legislative Officer	Margaret M. Cantrell	SC	GS	15		
Chicago, IL	Regional Representative	Kenneth F. Williams-Bennett.	SC	GS	15		
New York, NY	.....do	Robert Asaro Angelo	SC	GS	15		
Miami, FL	.....do	Marie Milagros Herrera	SC	GS	15		
Los Angeles, CA	.....do	Alicia Villarreal	SC	GS	15		
Denver, CO	.....do	Dusti Gurule	SC	GS	14		
Washington, DC	Senior Legislative Officer	Anthony D. Zaffirini	SC	GS	14		
Do	.....do	Laura MacDonald	SC	GS	14		
Do	Legislative Officer	Andria D. Oliver	SC	GS	13		
Do	.....do	Laura De La Torre	SC	GS	11		
Do	.....do	Michelle Rose	SC	GS	11		
Do	.....do	Carmen Torres	SC	GS	11		
Do	Legislative Assistant	Rahsheim A. Wright	SC	GS	9		
Do	.....do	Brittany Diegel	SC	GS	5		
	BUREAU OF INTERNATIONAL LABOR AFFAIRS						
Do	Deputy Under Secretary for International Affairs.	Vacant	.....	ES	.....	.....	
Do	Associate Deputy Under Secretary for International Affairs.	Carol Pier	NA	ES	.....	.....	
Do	Director, Office of Child Labor, Forced Labor Human Trafficking.	Career Incumbent	CA	ES	.....	.....	
Do	Chief of Staff	Amit Pandya	SC	GS	15		
Do	Senior Policy Advisor for International Labor Affairs.	Eric R. Biel	SC	GS	15		
Do	Special Assistant	Kathleen Nell Schalch	SC	GS	15		
	OFFICE OF THE ASSISTANT SECRETARY FOR POLICY						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary	Megan Uzzell	NA	ES	.....	.....	
Do	Deputy Assistant Secretary (Operations and Analysis).	Vacant	.....	ES	.....	.....	
Do	Director, Office of Regulatory and Programmatic Policy.	.....do	.....	ES	.....	.....	
Do	Associate Assistant Secretary for Regulatory Affairs.	.....do	.....	ES	.....	.....	
Do	Senior Policy Advisor	Jonathan Njus	SC	GS	14		
Do	Special Assistant	Justin N. Allen	SC	GS	11		
	OFFICE OF THE SOLICITOR						
Do	Solicitor of Labor	Mary P. Smith	PAS	EX	IV		
Do	Deputy Solicitor of Labor	Deborah Greenfield	NA	ES	.....	.....	
Do	Senior Counselor to the Solicitor	John Sullivan	SC	GS	15		
Do	Special Assistant	Rajesh D. Nayak	SC	GS	14		
	OFFICE OF CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	James Taylor	PAS	EX	IV		
	OFFICE OF THE ASSISTANT SECRETARY FOR ADMINISTRATION AND MANAGEMENT						
Do	Assistant Secretary	T. Michael Kerr	PAS	EX	IV		
Do	Deputy Assistant Secretary for Policy	Charlotte A. Hayes	NA	ES	.....	.....	
Do	Senior Advisor	Vacant	.....	ES	.....	.....	
Do	Deputy Chief Information Officer	.....do	.....	ES	.....	.....	
Do	Director, Program Management Office	Career Incumbent	CA	ES	.....	.....	
Do	Director, Division of Enterprise Services	Vacant	.....	ES	.....	.....	
Do	Project Officer	Curtis W. Turner	TA	ES	.....	.....	05/06/14
Do	Human Resources Program Officer	Kim Sasajima	TA	ES	.....	.....	06/30/15
Do	Special Assistant	Laura Peralta	SC	GS	11		
	OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS						
Do	Director	Patricia Shiu	NA	ES	.....	.....	
Do	Deputy Director	Leslie Jin	NA	ES	.....	.....	
Atlanta, GA	Regional Director, Office of Federal Contracts Compliance Programs.	Career Incumbent	CA	ES	.....	.....	
Chicago, IL	Regional Director, Office of Federal Contract Compliance Programs.	Vacant	.....	ES	.....	.....	
Dallas, TX	.....do	.....do	.....	ES	.....	.....	
New York, NY	.....do	.....do	.....	ES	.....	.....	
Philadelphia, PA	.....do	.....do	.....	ES	.....	.....	

DEPARTMENT OF LABOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
San Francisco, CA	Regional Director, Office of Federal Contract Compliance Programs.	Career Incumbent	CA	ES			
Washington, DC	Special Assistant	Claudia L. Gordon	SC	GS	15		
Do	do	Claudia F. Montelongo	SC	GS	11		
	WAGE AND HOUR DIVISION						
Do	Administrator	Vacant	PAS	EX	V		
Do	Deputy Administrator	Nancy J. Leppink	NA	ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	Chief of Staff	Manuel A. I. Martinez III	SC	GS	15		
Do	Senior Policy Advisor	Melvina C. Ford	SC	GS	15		
Do	Special Assistant	Idania Tania Mejia	SC	GS	7		
	OFFICE OF WORKERS' COMPENSATION PROGRAMS						
Do	Director	Vacant		ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Senior Advisor	Miranda Chiu	TA	ES			11/05/13
Do	do	Steven D. Breeskin	TA	ES			10/10/13
	OFFICE OF LABOR-MANAGEMENT STANDARDS						
Do	Deputy Assistant Secretary	John Lund	NA	ES			
Chicago, IL	Regional Director (Central)	Career Incumbent	CA	ES			
Philadelphia, PA	Regional Director (Northeastern)	do	CA	ES			
	EMPLOYEE BENEFITS SECURITY ADMINISTRATION						
Washington, DC	Assistant Secretary	Phyllis Borzi	PAS	EX	IV		
Do	Deputy Assistant Secretary for Policy	Michael Davis	NA	ES			
Do	Chief Economist and Director of Policy and Research.	Career Incumbent	CA	ES			
Do	Senior Advisor	Jane Norman	SC	GS	15		
Do	Special Assistant	Meredith E. Regine	SC	GS	12		
	BUREAU OF LABOR STATISTICS						
Do	Commissioner	Vacant	PAS	EX	IV	4 Years	
	EMPLOYMENT AND TRAINING ADMINISTRATION						
Do	Assistant Secretary	Jane Oates	PAS	EX	IV		
Do	Deputy Assistant Secretary	Roberta Gassman	NA	ES			
Do	Deputy Assistant Secretary (Operations and Management).	Career Incumbent	CA	ES			
Do	Administrator, Office of Management and Administration.	do	CA	ES			
Do	Administrator, Office of Workforce Investment.	Career Incumbent	CA	ES			
Do	Administrator, Office of Foreign Labor Certification.	do	CA	ES			
Do	Administrator, Office of Contract Management.	do	CA	ES			
Do	Administrator, Office of Workforce Security	Vacant		ES			
Do	Administrator, Office of National Response	Career Incumbent	CA	ES			
Do	Administrator, Apprenticeship and Training, Employee and Labor Services.	do	CA	ES			
Do	Administrator, Office of Job Corps	do	CA	ES			
Boston, MA	Regional Administrator	do	CA	ES			
Philadelphia, PA	do	do	CA	ES			
Atlanta, GA	do	do	CA	ES			
Dallas, TX	do	do	CA	ES			
Chicago, IL	do	do	CA	ES			
San Francisco, CA	do	do	CA	ES			
Washington, DC	Chief of Staff	Christopher Sean Cartwright.	SC	GS	15		
Do	Senior Policy Advisor	Sang Hyun Samuel Yoon	SC	GS	14		
	OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION						
Do	Assistant Secretary	David Michaels	PAS	EX	IV		
Do	Deputy Assistant Secretary	Jordan Barab	NA	ES			
Do	do	Career Incumbent	CA	ES			
Do	Director, Office of Whistleblower Protection Program.	Vacant		ES			
Do	Director of Construction	Career Incumbent	CA	ES			
Do	Director of Standards and Guidance	do	CA	ES			
Des Plaines, IL	Director, Office of Training and Education	do	CA	ES			
Washington, DC	Director, Enforcement Programs	do	CA	ES			

DEPARTMENT OF LABOR—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Technical Support and Emergency Management.	Career Incumbent	CA	ES	.....	.....	
Boston, MA	Regional Administrator - Boston	.....do	CA	ES	.....	.....	
New York, NY	Regional Administrator - New York	.....do	CA	ES	.....	.....	
Atlanta, GA	Regional Administrator - Atlanta	.....do	CA	ES	.....	.....	
Chicago, IL	Safety and Health Administrator - Chicago	.....do	CA	ES	.....	.....	
Dallas, TX	Regional Administrator - Dallas	.....do	CA	ES	.....	.....	
Kansas City, MO ...	Safety and Health Administrator - Kansas City.	.....do	CA	ES	.....	.....	
Denver, CO	Regional Administrator - Denver	.....do	CA	ES	.....	.....	
San Francisco, CA	Regional Administrator - San Francisco	.....do	CA	ES	.....	.....	
Seattle, WA	Regional Administrator - Seattle	.....do	CA	ES	.....	.....	
Philadelphia, PA	Regional Administrator - Philadelphia	Vacant	.....	ES	.....	.....	
Washington, DC	Chief of Staff	Deborah E. Berkowitz	SC	GS	15	.....	
Do	Special Assistant	Ernesto Archila	SC	GS	12	.....	
	MINE SAFETY AND HEALTH ADMINISTRATION						
Arlington, VA	Assistant Secretary	Joseph A. Main	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary (Policy)	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Secretary (Operations)	Career Incumbent	CA	ES	.....	.....	
Do	Administrator (Coal Mine Safety and Health)	.....do	CA	ES	.....	.....	
Do	Deputy Administrator (Coal Mine Safety and Health).	.....do	CA	ES	.....	.....	
Do	Administrator for Metal and Nonmetal	.....do	CA	ES	.....	.....	
Do	Director, Assessments	.....do	CA	ES	.....	.....	
Do	Director, Educational Policy and Development	.....do	CA	ES	.....	.....	
Do	Chief of Staff	Julie Aaronson	SC	GS	15	.....	
Do	Special Assistant	Douglas Leon Parker	SC	GS	15	.....	
	VETERANS EMPLOYMENT AND TRAINING SERVICE						
Washington, DC	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Ismael Ortiz, Jr.	NA	ES	.....	.....	
Do	Director, Department of Labor Homeless Assistance Programs.	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF DISABILITY EMPLOYMENT POLICY						
Do	Assistant Secretary	Kathleen Martinez	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Vacant	.....	ES	.....	.....	
Do	Chief of Staff	Rhonda Basha	SC	GS	15	.....	
Do	Advisor	Dylan Orr	SC	GS	12	.....	

DEPARTMENT OF LABOR OFFICE OF INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Vacant	PAS	OT	.....	.....	

DEPARTMENT OF STATE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Hillary Rodham Clinton	PAS	EX	I		
Do	Chief of Staff/Counselor	Cheryl Mills	NA	ES			
Do	Senior Advisor	Jeannemarie E. Smith	NA	ES			
Do	Special Assistant	Lona Valmoro	SC	GS	14		
Do	.....do	Joanne Laszczych	SC	GS	14		
Do	.....do	Monica Hanley	SC	GS	13		
Do	Staff Assistant	Robert V. Russo	SC	GS	11		
Do	.....do	Nora F. Toiv	SC	GS	12		
	Foreign Policy Planning Staff						
Do	Director, Policy Planning Staff and Deputy Chief of Staff.	Jacob J. Sullivan	NA	ES			
Do	Principal Deputy Director	Bathsheba N. Crocker	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Policy Advisor and Chief Speechwriter	Joshua James Daniel	NA	ES			
Do	Policy Advisor/Speechwriter	Megan Elizabeth Rooney	SC	GS	14		
Do	Special Assistant	Michael Hochman Fuchs	SC	GS	13		
Do	Staff Assistant/Speechwriter	Daniel B. Schwerin	SC	GS	12		
Do	Staff Assistant	Mira Patel	SC	GS	11		
Do	.....do	William Case Button	SC	GS	11		
Do	.....do	Marisa McAuliffe	SC	GS	11		
Do	.....do	Amira Kulsum Valliani	SC	GS	9		
	Office of the Chief of Protocol						
Do	Chief of Protocol	Capricia Penavic Marshall	PAS	EX	IV		
Do	Deputy Chief of Protocol	Mark Edward Walsh	NA	ES			
Do	.....do	Natalie Rita Jones	SC	GS	15		
Do	Senior Advisor	Grace A. Garcia	SC	GS	15		
Do	Assistant Chief of Protocol (Visits)	Shilpa Pesaru	SC	GS	14		
Do	Assistant Chief of Protocol (Ceremonials)	Jessica D. Zielke	SC	GS	14		
Do	Senior Protocol Officer (Visits)	Nicholas McArthur Schmit IV.	SC	GS	14		
Do	Senior Protocol Officer (Gifts)	Lindsey Katherine Jack	SC	GS	12		
Do	Assistant Chief of Protocol (Diplomatic Partnerships).	Ali M. Rubin	SC	GS	13		
Do	Protocol Officer (Diplomatic Partnerships)	Katherine Forest Michaels	SC	GS	12		
Do	Protocol Officer (Gifts)	Jennifer Claire Paolino	SC	GS	11		
Do	Protocol Officer (Visits)	Jason Michael Rahlan	SC	GS	9		
Do	.....do	James Infanzon	SC	GS	9		
Do	Protocol Assistant	Carl C. Gray II	SC	GS	7		
	Office of Civil Rights						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	.....do	CA	ES			
	Office of the Deputy Secretary						
Do	Deputy Secretary	William J. Burns	PAS	EX	II		
	Office of the Deputy Secretary for Management and Resources						
Do	Deputy Secretary	Thomas Richard Nides	PAS	EX	II		
Do	Senior Advisor	Maya Davidson Seiden	NA	ES			
Do	.....do	David McKean	NA	ES			
Do	.....do	Edward F. Meier	SC	GS	15		
Do	.....do	Krishanti Vignarajah	SC	GS	15		
Do	Staff Assistant	Jared Ehrich Goodman	SC	GS	9		
	Office of the Director of Foreign Assistance						
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Office Director	.....do	CA	ES			
Do	Managing Director	.....do	CA	ES			
	Office of the U.S. Aids Coordinator						
Do	Ambassador and HIV/AIDS Coordinator	Eric P. Goosby	PAS	EX	IV		
Do	Special Assistant	David McKey	SC	GS	13		
	Office of the Global Women's Issues						
Do	Ambassador-At-Large for Global Women's Issues.	Melanne Verveer	PAS	EX	IV		
Do	Senior Advisor	June Shih	SC	GS	15		
Do	.....do	Jennifer L. Klein	SC	GS	15		
Do	Special Assistant	Rachel B. Vogelstein	SC	GS	14		
Do	.....do	Wenchi Yu	SC	GS	13		
Do	Staff Assistant	Ellen Kathleen Connell	SC	GS	12		
	Office of Global Partnership Initiative						
Do	Special Representative	Kris M. Balderston	NA	ES			
Do	Senior Advisor	Gloria B. Cabe	NA	ES			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Special Assistant	Sarah E. Nolan	SC	GS	14		
	Office of the Special Representative for Afghanistan and Pakistan						
Do	Special Representative for Afghanistan and Pakistan.	Marc I. Grossman	TA	ES			02/24/14
	Office of the Special Representative to the Muslim Communities						
Do	Special Representative to the Muslim Communities.	Farah Anwar Pandith	NA	ES			
	Office of the Special Envoy for Climate Change						
Do	Special Envoy for Climate Change	Todd D. Stern	NA	ES			
Do	Deputy Special Envoy for Climate Change	Jonathan Cooper Pershing	NA	ES			
Do	Senior Advisor	David M. Turk	SC	GS	15		
	Office of the Global Health Initiative						
Do	Executive Director for the Global Health Initiative.	Lois E. Quam	NA	ES			
	Office of the Special Envoy for Closure of the Guantanamo Detention Facility						
Do	Staff Assistant	Brock Johnson	SC	GS	11		
	Office of Innovation and Technology						
Do	Senior Advisor to the Secretary on Innovation	Alexander J. Ross	NA	ES			
Do	Special Assistant	Kathleen W. Dowd	SC	GS	14		
Do	....do	Angela C. Baker	SC	GS	13		
Do	Staff Assistant	Rebecca P. Wainess	SC	GS	7		
	Office of the Special Representative for Global Intergovernmental Affairs						
Do	Senior Advisor	Rhonda S. Binda	SC	GS	15		
Do	....do	Steven Lewis Diminuco	SC	GS	15		
	Bureau of Legislative Affairs						
Do	Assistant Secretary	David Adams	PAS	EX	IV		
Do	Deputy Assistant Secretary	Ur Mendoza Jaddou	SC	GS	15		
Do	Legislative Management Officer	Sharyn Magarian	SC	GS	12		
Do	....do	Kristin Devine	SC	GS	12		
Do	Legislative Management Officer (Director of House Affairs).	Patrick J. Alwine	SC	GS	12		
Do	Legislative Management Officer (Director of Senate Affairs).	Rori A. Kramer	SC	GS	12		
Do	Legislative Management Officer	Sheila Elizabeth Menz	SC	GS	11		
	Office of the Legal Adviser						
Do	Legal Adviser	Harold H. Koh	PAS	EX	IV		
Do	Principal Deputy Legal Adviser	Career Incumbent	CA	ES			
Do	Deputy Legal Adviser	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	Deputy Assistant Legal Adviser	....do	CA	ES			
Do	Assistant Legal Adviser	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	Maegan L. Conklin	TA	ES			11/05/12
Do	....do	Career Incumbent	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
Do	....do	....do	CA	ES			
	Bureau of Intelligence and Research						
Do	Assistant Secretary	Philip S. Goldberg	PAS	EX	IV		

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary, Policy and Coordination.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary	.....do	CA	ES			
Do	Director, Office of Analysis for Terrorism	.....do	CA	ES			
Do	Office Director, Office of Analysis for Russia and Eurasia.	.....do	CA	ES			
Do	Office Director, Office of Analysis for Western Hemisphere Affairs.	.....do	CA	ES			
Do	Office Director, Office of Economic Analysis	.....do	CA	ES			
Do	Office Director, Office of Analysis for East Asia and Pacific.	.....do	CA	ES			
Do	Executive Director	.....do	CA	ES			
Do	Geographer	.....do	CA	ES			
	Office of the Under Secretary for Public Diplomacy and Public Affairs						
Do	Under Secretary for Public Diplomacy	Tara D. Sonenshine	PAS	EX	III		
Do	Senior Advisor	Aviva Rosenthal	SC	GS	15		
Do	Special Assistant for Content Development	Desson P. Thomson	SC	GS	13		
Do	Assistant Secretary for Educational and Cultural Affairs.	Judith Ann Stock	PAS	EX	IV		
Do	Deputy Assistant Secretary	Meghann A. Curtis	NA	ES			
Do	.....do	Lee A. Satterfield	NA	ES			
Do	.....do	Robin J. Lerner	NA	ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	Strategic Advisor	.....do	CA	ES			
Do	Managing Director	Vacant	.....	ES			
Do	Director, International Visitor's Program	Alma R. Candelaria	SC	GS	15		
Do	Public Affairs Specialist	Rebekah T. Sergent	SC	GS	13		
Do	Staff Assistant	Chelsea Vaofu'A Maughan	SC	GS	12		
Do	.....do	Kathryn P. Balcerzak	SC	GS	11		
Do	.....do	Allison Ehrich Bernstein	SC	GS	7		
Do	.....do	David Y. Kim	SC	GS	7		
Do	Coordinator, International Information Programs.	Dawn L. McCall	NA	ES			
Do	Executive Director	Manuela Monika Tantawy	TA	ES			11/06/12
Do	Assistant Secretary for Public Affairs	Michael A. Hammer	PAS	EX	IV		
Do	Deputy Assistant Secretary	Cheryl Ann Benton	NA	ES			
Do	.....do	Philippe Reines	SC	GS	15		
Do	Deputy Assistant Secretary for Digital Media	Victoria Esser	SC	GS	15		
Do	Senior Advisor	Moira Whelan	SC	GS	15		
Do	Director, Office of the Historian	Career Incumbent	CA	ES			
Do	Public Affairs Officer	Adam K. Bazbaz	SC	GS	13		
Do	Special Assistant	Caroline Adler	SC	GS	13		
Do	.....do	Nicholas Merrill	SC	GS	13		
Do	Staff Assistant	Andrew R. Lewis	SC	GS	9		
Do	.....do	Lauren Ashley Hickey	SC	GS	7		
	Office of the Under Secretary for Civilian Security, Democracy, and Human Rights						
Do	Under Secretary	Maria Otero	PAS	EX	III		
Do	Senior Advisor	Sharon L. Waxman	NA	ES			
Do	Special Advisor to the Secretary for Global Youth Issues.	Zeenat Rahman	SC	GS	15		
Do	Special Assistant	Laura Pena	SC	GS	13		
Do	Staff Assistant	Caroline P. Mauldin	SC	GS	12		
Do	Assistant Secretary for Crisis and Stabilization Operations.	Frederick D. Barton	PAS	EX	IV		
Do	Deputy Assistant Secretary	Karin L. Vonhippel	NA	ES			
Do	.....do	Gerard Bolton White	NA	ES			
Do	Director of Overseas Operations	Carter Malkasian	SC	GS	15		
Do	Director of Policy and Programs	Cindy Yung-Leh Huang	SC	GS	14		
Do	Coordinator for Counter-Terrorism	Daniel S. Benjamin	PAS	EX	IV		
Do	Deputy Coordinator for Operations	Career Incumbent	CA	ES			
Do	Assistant Secretary for Democracy, Human Rights and Labor.	Michael H. Posner	PAS	EX	IV		
Do	Ambassador-At-Large for International Religious Freedom.	Suzan D. Johnson Cook	PAS	EX	IV		
Do	Deputy Assistant Secretary	Thomas Owen Melia	NA	ES			
Do	.....do	Daniel Brooks Baer	NA	ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Special Advisor for International Disability Rights.	Judith E. Heumann	NA	ES			
Do	Special Representative for International Labor Affairs.	Barbara Shailor-Borosage	NA	ES			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Special Envoy for Monitoring and Combating Anti-Semitism.	Hannah S. Rosenthal	NA	ES	.....	.....	
Do	Executive Director	Vacant	.....	ES	.....	.....	
Do	Special Assistant	Katherine Guernsey	SC	GS	13	.....	
Do	Staff Assistant	Emily Stanfield	SC	GS	11	.....	
Do	Assistant Secretary for International Narcotics and Law Enforcement.	William R. Brownfield	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Melanie Brooke Darby	TA	ES	.....	.....	03/11/13
Do	Office Director, Office of Criminal Justice Asst and Partnership.	Career Incumbent	CA	ES	.....	.....	
Patrick Air Force Base, FL.	Office Director, Office of Aviation	.....do	CA	ES	.....	.....	
Washington, DC	Controller/Executive Director	.....do	CA	ES	.....	.....	
Do	Special Assistant	Todd A. Levett	SC	GS	14	.....	
Do	.....do	De' Ara Balenger	SC	GS	12	.....	
Do	Assistant Secretary for Population, Refugees and Migration.	Anne C. Richard	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Catherine A. Wiesner	SC	GS	15	.....	
Do	Office Director, Office of Multilateral Coordination and External Relations.	Career Incumbent	CA	ES	.....	.....	
Do	Office Director, Office of Policy and Resource Planning.	.....do	CA	ES	.....	.....	
Do	Office Director, Office of Refugee Admissions	.....do	CA	ES	.....	.....	
Do	Office Director, Office of Refugee Assistance to Africa.	.....do	CA	ES	.....	.....	
Do	Comptroller	.....do	CA	ES	.....	.....	
Do	Staff Assistant	Caroline Raclin	SC	GS	9	.....	
Do	Ambassador-At-Large for Combating and Monitoring Trafficking in Persons.	Luis E. C.deBaca	PAS	EX	IV	.....	
Do	Staff Assistant	Timothy R. Mulvey	SC	GS	12	.....	
Do	Ambassador-At-Large for Global Criminal Justice.	Stephen J. Rapp	PAS	EX	IV	.....	
	Office of the Under Secretary for Political Affairs						
Do	Under Secretary	Wendy Sherman	PAS	EX	III	.....	
Do	Staff Assistant	Margaret T. Morris	SC	GS	12	.....	
Do	Assistant Secretary for African Affairs	Johnnie Carson	PAS	EX	IV	.....	
Do	Special Envoy for Sudan and South Sudan	Princeton Nathan Lyman ..	TA	ES	.....	.....	10/02/13
Do	Assistant Secretary for European and Eurasian Affairs.	Philip H. Gordon	PAS	EX	IV	.....	
Do	Office Director, Office of Policy and Global Issues.	Career Incumbent	CA	ES	.....	.....	
Do	Coordinator, US Assistance to Europe and Eurasia.	.....do	CA	ES	.....	.....	
Do	Assistant Secretary for East Asian and Pacific Affairs.	Kurt Campbell	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Nirav Sudhir Patel	SC	GS	15	.....	
Do	Special Envoy for North Korea Human Rights Issues.	Robert R. King	PAS	OT	.....	.....	
Do	Assistant Secretary for Near Eastern Affairs	Vacant	PAS	EX	IV	.....	
Do	Legislative Liaison Specialist	Mira Kogen Resnick	SC	GS	11	.....	
Do	Assistant Secretary for South Asian Affairs ...	Robert Orris Blake, Jr.	PAS	EX	IV	.....	
Do	Assistant Secretary for Western Hemisphere Affairs.	Roberta Ann Jacobson	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Fabiola E. Rodriguez-Ciampoli.	SC	GS	15	.....	
Do	Public Affairs Specialist	Maria Paula Uribe	SC	GS	12	.....	
Do	.....do	Barbara Jean Adair	SC	GS	11	.....	
Do	Assistant Secretary for International Organization Affairs.	Esther D. Brimmer	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Paula G. Schriefer	NA	ES	.....	.....	
Do	.....do	Victoria K. Holt	NA	ES	.....	.....	
Do	Director, United Nations System Administration.	Career Incumbent	CA	ES	.....	.....	
Do	Executive Director, U.S. National Commission for UNESCO.	Eric W. Woodard	SC	GS	13	.....	
New York, NY	United States Representative to the United Nations.	Susan E. Rice	PAS	EX	II	.....	
Do	United States Deputy Representative to the United Nations.	Rosemary A. DiCarlo	PAS	AD	.....	.....	
Do	Alternate Representative to the United Nations for Special Political Affairs.	Jeffrey DeLaurentis	PAS	AD	.....	.....	

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
New York, NY	Representative to the Economic and Social Council (ECOSOC) of the United Nations.	Elizabeth M. Cousens	PAS	AD			
Do	Representative to the United Nations for Management and Reform.	Joseph M. Torsella	PAS	AD			
Washington, DC	Counselor, International Legal Affairs	Career Incumbent	CA	ES			
Addis Ababa, Ethiopia.	Representative of the United States to the African Union.	Michael Battle	PAS	FA			
Washington, DC	Permanent Representative of the United States to the Organization of American States.	Carmen Lomellin	PAS	FA			
Vienna, Austria	Representative of the United States to the Organization for Security and Cooperation in Europe.	Ian Kelly	PAS	FA			
Do	Representative of the United States to the Vienna Office of the United Nations and Representative of the United States to the International Atomic Energy Agency.	Vacant	PAS	FA			
Brussels, Belgium	Permanent Representative of the United States on the Council of the North Atlantic Treaty Organizations.	Ivo Daalder	PAS	FA			
Paris, France	Representative of the United States to the Organization for Economic Cooperation and Development.	Karen Kornbluh	PAS	FA			
Geneva, Switzerland.	U.S. Representative to the Office of the United Nations and International Organizations in Geneva.	Betty King	PAS	FA			
Brussels, Belgium	Representative of the United States to the European Union.	Williams Kennard	PAS	FA			
Jakarta, Java, Indonesia.	Representative of the United States to the Association of Southeast Asian Nations.	David Carden	PAS	FA			
Geneva, Switzerland.	Representative of the United States to the Conference on Disarmament.	Laura Kennedy	SC	OT			
Rome, Italy	Representative of the United States to the UN Agencies for Food and Agriculture.	David Lane	SC	OT			
The Hague, Netherlands.	Representative of the United States to the Organization for the Prohibition of Chemical Weapons.	Robert Mikulak	SC	OT			
Paris, France	Permanent Representative of the United States to the United Nations Educational, Scientific, and Cultural Organization.	David Killion	SC	OT			
Washington, DC	Representative of the United States to the Commission on the Status of Women.	Melanne Verveer	PA	AD			
Montreal, Quebec, Canada.	Representative of the United States to the International Civil Aviation Organization.	Duane Woerth	PA	EX	IV		
Geneva, Switzerland.	Representative of the United States to the UN Human Rights Council.	Eileen Chamberlain Donahoe.	PA	OT			
Washington, DC	Special Representative and Policy Coordinator for Burma.	Derek Mitchell	PAS	OT			
New York, NY	Public Delegate, Alternate U.S. Representative to the UN General Assembly.	Mary B. DeRosa	PAS	AD			09/10/12
Do	....do	Frank E. Loy	PAS	AD			09/10/12
Do	Public Delegate, U.S. Representative to the UN General Assembly.	Kendrick B. Meek	PAS	AD			09/10/12
Do	Representative of the United States to the United Nations Children's Fund.	Carmen R. Nazario	PA	GS	15		
Do	Alternate Representative of the United States to the United Nations Children's Fund.	Charles J. Lyons	PA	OT			
Kabul, Afghanistan	Chief of Mission, Islamic Republic of Afghanistan.	Ryan C. Crocker	PAS	FA			
Tirane, Albania	Chief of Mission, Republic of Albania	Alexander Arvizu	PAS	FA			
Algiers, Algeria	Chief of Mission, Democratic and Popular Republic of Algeria.	Henry Ensher	PAS	FA			
Luanda, Angola	Chief of Mission, Republic of Angola	Christopher McMullen	PAS	FA			
Buenos Aires, Argentina.	Chief of Mission, Argentina	Vilma Martinez	PAS	FA			
Yerevan, Armenia	Chief of Mission, Republic of Armenia	John Heffren	PAS	FA			
Canberra, Australia	Chief of Mission, Australia	Jeffrey Bleich	PAS	FA			
Vienna, Austria	Chief of Mission, Republic of Austria	William C. Eacho III	PAS	FA			
Baku, Azerbaijan	Chief of Mission, Republic of Azerbaijan	Vacant	PAS	FA			
Nassau, The Bahamas.	Chief of Mission, The Commonwealth of the Bahamas.	....do	PAS	FA			
Manama, Bahrain	Chief of Mission, Kingdom of Bahrain	Thomas Krajeski	PAS	FA			
Dhaka, Bangladesh	Chief of Mission, People's Republic of Bangladesh.	Dan Mozena	PAS	FA			
Bridgetown, Barbados.	Chief of Mission, Barbados	Larry Leon Palmer	PAS	FA			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bridgetown, Barbados.	Chief of Mission, Antigua and Barbuda	Larry Leon Palmer	PAS	FA			
Do	Chief of Mission, Grenada	....do	PAS	FA			
Do	Chief of Mission, Saint Lucia	....do	PAS	FA			
Do	Chief of Mission, Saint Vincent and the Grenadines.	....do	PAS	FA			
Do	Chief of Mission, St. Kitts and Nevis	....do	PAS	FA			
Do	Chief of Mission, Commonwealth of Dominica	....do	PAS	FA			
Minsk, Belarus	Chief of Mission, Republic of Belarus	Vacant	PAS	FA			
Brussels, Belgium	Chief of Mission, Belgium	Howard Gutman	PAS	FA			
Belmopan, Belize	Chief of Mission, Belize	Vinai Thummalapally	PAS	FA			
Cotonou, Benin	Chief of Mission, Republic of Benin	James Knight	PAS	FA			
La Paz, Bolivia	Chief of Mission, Plurinational State of Bolivia.	Vacant	PAS	FA			
Sarajevo, Bosnia and Herzegovina.	Chief of Mission, Bosnia and Herzegovina	Patrick Moon	PAS	FA			
Gaborone, Botswana.	Chief of Mission, Republic of Botswana	Michelle D. Gavin	PAS	FA			
Brasilia, Brazil	Chief of Mission, Federative Republic of Brazil.	Thomas A. Shannon, Jr.	PAS	FA			
Bandar Seri Begawan Darussalam, Brunei Darussalam.	Chief of Mission, Brunei Darussalam	Daniel Shields	PAS	FA			
Sofia, Bulgaria	Chief of Mission, Republic of Bulgaria	James Warlick	PAS	FA			
Ouagadougou, Burkina Faso.	Chief of Mission, Burkina Faso	Thomas J. Dougherty	PAS	FA			
Rangoon, Burma	Chief of Mission, Union of Burma	Vacant	PAS	FA			
Bujumbura, Burundi.	Chief of Mission, Republic of Burundi	....do	PAS	FA			
Phnom Penh, Cambodia.	Chief of Mission, Kingdom of Cambodia	William E. Todd	PAS	FA			
Yaounde, Cameroon.	Chief of Mission, Republic of Cameroon	Robert Porter Jackson	PAS	FA			
Kanata, Ottowa, Canada.	Chief of Mission, Canada	David Jacobson	PAS	FA			
Praia, Cape Verde	Chief of Mission, Republic of Cape Verde	Adrienne O'Neal	PAS	FA			
Bangui, Central African Republic.	Chief of Mission, Central African Republic	Laurence Wohlers	PAS	FA			
Ndjamena, Chad	Chief of Mission, Republic of Chad	Mark Boulware	PAS	FA			
Santiago, Chile	Chief of Mission, Republic of Chile	Alejandro Wolff	PAS	FA			
Beijing, China	Chief of Mission, People's Republic of China	Gary Locke	PAS	FA			
Bogota, Colombia	Chief of Mission, Republic of Colombia	Michael P. McKinley	PAS	FA			
Kinshasa, Congo, Democratic Republic of the.	Chief of Mission, Democratic Republic of the Congo.	James Entwistle	PAS	FA			
Brazzaville, Congo	Chief of Mission, Republic of the Congo	Christopher Murray	PAS	FA			
San Jose, Costa Rica.	Chief of Mission, Republic of Costa Rica	Anne Andrew	PAS	FA			
Abidjan, Cote d'Ivoire.	Chief of Mission, Republic of Cote d'Ivoire	Philip Carter III	PAS	FA			
Zagreb, Croatia	Chief of Mission, Republic of Croatia	James Foley	PAS	FA			
Nicosia, Cyprus	Chief of Mission, Republic of Cyprus	Vacant	PAS	FA			
Prague, Czech Republic.	Chief of Mission, Czech Republic	Norman Eisen	PAS	FA			
Copenhagen, Denmark.	Chief of Mission, Kingdom of Denmark	Laurie Fulton	PAS	FA			
Djibouti, Djibouti	Chief of Mission, Republic of Djibouti	Geeta Pasi	PAS	FA			
Santo Domingo, Dominican Republic.	Chief of Mission, Dominican Republic	Raul Yzaguirre	PAS	FA			
Dili, East Timor	Chief of Mission, Democratic Republic of East Timor.	Judith Fergin	PAS	FA			
Quito, Ecuador	Chief of Mission, Republic of Ecuador	Adam Namm	PAS	FA			
Cairo, Egypt	Chief of Mission, Arab Republic of Egypt	Anne Patterson	PAS	FA			
San Salvador, El Salvador.	Chief of Mission, Republic of El Salvador	Vacant	PAS	FA			
Malabo, Equatorial Guinea.	Chief of Mission, Republic of Equatorial Guinea.	....do	PAS	FA			
Asmara, Eritrea	Chief of Mission, State of Eritrea	....do	PAS	FA			
Tallinn, Estonia	Chief of Mission, Republic of Estonia	Michael C. Polt	PAS	FA			
Addis Ababa, Ethiopia.	Chief of Mission, Federal Democratic Republic of Ethiopia.	Donald Booth	PAS	FA			
Suva, Viti Levu, Fiji.	Chief of Mission, Republic of the Fiji Islands	Frankie Annette Reed	PAS	FA			
Do	Chief of Mission, Republic of Kiribati	....do	PAS	FA			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Suva, Viti Levu, Fiji.	Chief of Mission, Republic of Nauru	Frankie Annette Reed	PAS	FA			
Do	Chief of Mission, Tuvalu	.....do	PAS	FA			
Do	Chief of Mission, Kingdom of Tonga	.....do	PAS	FA			
Helsinki, Finland	Chief of Mission, Republic of Finland	Bruce Oreck	PAS	FA			
Paris, France	Chief of Mission, France	Charles Rivkin	PAS	FA			
Do	Chief of Mission, Monaco	.....do	PAS	FA			
Libreville, Gabon	Chief of Mission, Gabonese Republic	Eric Benjaminson	PAS	FA			
Do	Chief of Mission, Democratic Republic of Sao Tome and Principe.	.....do	PAS	FA			
Banjul, Gambia The.	Chief of Mission, Republic of The Gambia	Pamela Ann White	PAS	FA			
Tbilisi, Georgia	Chief of Mission, Georgia	John R. Bass	PAS	FA			
Berlin, Germany	Chief of Mission, Federal Republic of Germany.	Philip D. Murphy	PAS	FA			
Accra, Ghana	Chief of Mission, Republic of Ghana	Donald Teitelbaum	PAS	FA			
Athens, Greece	Chief of Mission, Greece	Daniel Bennett Smith	PAS	FA			
Guatemala, Guatemala.	Chief of Mission, Republic of Guatemala	Arnold Chacon	PAS	FA			
Conakry, Guinea	Chief of Mission, Republic of Guinea	Patricia Newton Moller	PAS	FA			
Georgetown, Guyana.	Chief of Mission, Co-Operative Republic of Guyana.	D. Brent Hardt	PAS	FA			
Port-Au-Prince, Haiti.	Chief of Mission, Republic of Haiti	Kenneth Merten	PAS	FA			
Vatican City, Vatican City.	Chief of Mission, Holy See	Miguel H. Diaz	PAS	FA			
Tegucigalpa, Honduras.	Chief of Mission, Republic of Honduras	Lisa Kubiske	PAS	FA			
Budapest, Hungary	Chief of Mission, Republic of Hungary	Eleni Tsakopoulos-Kounalakis.	PAS	FA			
Reykjavik, Iceland	Chief of Mission, Republic of Iceland	Luis Arreaga-Rodas	PAS	FA			
New Delhi, India	Chief of Mission, India	Nancy J. Powell	PAS	FA			
Jakarta, Java, Indonesia.	Chief of Mission, Republic of Indonesia	Scot Alan Marciel	PAS	FA			
Baghdad, Iraq	Chief of Mission, Republic of Iraq	Vacant	PAS	FA			
Dublin, Ireland	Chief of Mission, Ireland	Daniel M. Rooney	PAS	FA			
Tel Aviv, Israel	Chief of Mission, State of Israel	Daniel Shapiro	PAS	FA			
Rome, Italy	Chief of Mission, Italy	David Thorne	PAS	FA			
Do	Chief of Mission, Most Serene Republic of San Marino.	.....do	PAS	FA			
Kingston, Jamaica	Chief of Mission, Jamaica	Pamela E. Bridgewater Awkard.	PAS	FA			
Tokyo, Japan	Chief of Mission, Japan	John Victor Roos	PAS	FA			
Amman, Jordan	Chief of Mission, Hashemite Kingdom of Jordan.	Stuart E. Jones	PAS	FA			
Astana, Kazakhstan.	Chief of Mission, Republic of Kazakhstan	Kenneth Fairfax	PAS	FA			
Nairobi, Kenya	Chief of Mission, Republic of Kenya	Jonathan Scott Gration	PAS	FA			
Seoul, Korea, Republic of.	Chief of Mission, Republic of Korea	Sung Y. Kim	PAS	FA			
Pristina, Kosovo	Chief of Mission, Republic of Kosovo	Christopher Dell	PAS	FA			
Kuwait, Kuwait	Chief of Mission, State of Kuwait	Matthew H. Tueller	PAS	FA			
Bishkek, Kyrgyzstan.	Chief of Mission, Kyrgyz Republic	Pamela Spratlen	PAS	FA			
Vientiane, Laos	Chief of Mission, Lao People's Democratic Republic.	Karen Stewart	PAS	FA			
Riga, Latvia	Chief of Mission, Republic of Latvia	Judith Garber	PAS	FA			
Beirut, Lebanon	Chief of Mission, Republic of Lebanon	Maura Connelly	PAS	FA			
Maseru, Lesotho	Chief of Mission, Kingdom of Lesotho	Michele Thoren Bond	PAS	FA			
Monrovia, Liberia	Chief of Mission, Republic of Liberia	Vacant	PAS	FA			
Tripoli, Libya	Chief of Mission, Great Socialist Libyan Arab Jamahiriya.	John C. Stevens	PAS	FA			
Vilnius, Lithuania	Chief of Mission, Republic of Lithuania	Anne Derse	PAS	FA			
Luxembourg, Luxembourg.	Chief of Mission, Grand Duchy of Luxembourg.	Robert Mandell	PAS	FA			
Skopje, Macedonia	Chief of Mission, Republic of Macedonia	Paul Wohlers	PAS	FA			
Antananarivo, Madagascar.	Chief of Mission, Republic of Madagascar	Vacant	PAS	FA			
Do	Chief of Mission, Union of Comoros	.....do	PAS	FA			
Lilongwe, Malawi	Chief of Mission, Republic of Malawi	Jeanine Jackson	PAS	FA			
Kuala Lumpur, Malaysia.	Chief of Mission, Malaysia	Paul Jones	PAS	FA			
Bamako, Mali	Chief of Mission, Republic of Mali	Mary Beth Leonard	PAS	FA			
Valletta, Malta	Chief of Mission, Republic of Malta	Gina Abercrombie-Winstanley.	PAS	FA			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Majuro Atoll, Marshall Islands.	Chief of Mission, Republic of the Marshall Islands.	Martha Larzelere Campbell.	PAS	FA	.....	.....	
Nouakchott, Mauritania.	Chief of Mission, Islamic Republic of Mauritania.	Jo Ellen Powell	PAS	FA	.....	.....	
Port Louis, Mauritius.	Chief of Mission, Republic of Mauritius	Vacant	PAS	FA	.....	.....	
Do	Chief of Mission, Republic of Seychelles	.....do	PAS	FA	.....	.....	
Mexico City, Mexico.	Chief of Mission, Mexico	Earl Anthony Wayne	PAS	FA	.....	.....	
Kolonia, Micronesia, Federated States of.	Chief of Mission, Federated States of Micronesia.	Peter Alan Prahar	PAS	FA	.....	.....	
Chisinau, Moldova	Chief of Mission, Republic of Moldova	William H. Moser	PAS	FA	.....	.....	
Ulaanbaatar, Mongolia.	Chief of Mission, Mongolia	Jonathan S. Addleton	PAS	FA	.....	.....	
Podgorica, Montenegro.	Chief of Mission, Republic of Montenegro	Sue Katharine Brown	PAS	FA	.....	.....	
Rabat, Morocco	Chief of Mission, Kingdom of Morocco	Samuel Louis Kaplan	PAS	FA	.....	.....	
Maputo, Mozambique.	Chief of Mission, Republic of Mozambique	Leslie V. Rowe	PAS	FA	.....	.....	
Windhoek, Namibia	Chief of Mission, Republic of Namibia	Wanda L. Nesbitt	PAS	FA	.....	.....	
Katmandu, Nepal ..	Chief of Mission, Kingdom of Nepal	Scott H. Delisi	PAS	FA	.....	.....	
The Hague, Netherlands.	Chief of Mission, Kingdom of the Netherlands	Vacant	PAS	FA	.....	.....	
Wellington, New Zealand.	Chief of Mission, New Zealand	David Huebner	PAS	FA	.....	.....	
Do	Chief of Mission, Samoa	.....do	PAS	FA	.....	.....	
Managua, Nicaragua.	Chief of Mission, Republic of Nicaragua	Phyllis Marie Powers	PAS	FA	.....	.....	
Niamey, Niger	Chief of Mission, Republic of Niger	Bisa Williams	PAS	FA	.....	.....	
Abuja, Nigeria	Chief of Mission, Federal Republic of Nigeria	Terence Patrick McCulley	PAS	FA	.....	.....	
Oslo, Norway	Chief of Mission, Norway	Barry B. White	PAS	FA	.....	.....	
Muscat, Oman	Chief of Mission, Sultanate of Oman	Richard J. Schmierer	PAS	FA	.....	.....	
Islamabad, Pakistan.	Chief of Mission, Islamic Republic of Pakistan	Cameron Munter	PAS	FA	.....	.....	
Koror, Palau	Chief of Mission, Republic of Palau	Helen Patricia Reed-Rowe	PAS	FA	.....	.....	
Panama, Panama ..	Chief of Mission, Republic of Panama	Jonathan D. Farrar	PAS	FA	.....	.....	
Port Moresby, Papua New Guinea.	Chief of Mission, Papua New Guinea	Teddy Bernard Taylor	PAS	FA	.....	.....	
Do	Chief of Mission, Solomon Islands	.....do	PAS	FA	.....	.....	
Do	Chief of Mission, Republic of Vanuatu	.....do	PAS	FA	.....	.....	
Asuncion, Paraguay	Chief of Mission, Republic of Paraguay	James Harold Thessin	PAS	FA	.....	.....	
Lima, Peru	Chief of Mission, Republic of Peru	Rose M. Likins	PAS	FA	.....	.....	
Manila, Philippines	Chief of Mission, Republic of the Philippines	Harry K. Thomas, Jr.	PAS	FA	.....	.....	
Warsaw, Poland	Chief of Mission, Republic of Poland	Lee Andrew Feinstein	PAS	FA	.....	.....	
Lisbon, Portugal	Chief of Mission, Republic of Portugal	Allan J. Katz	PAS	FA	.....	.....	
Doha, Qatar	Chief of Mission, State of Qatar	Susan Laila Ziadeh	PAS	FA	.....	.....	
Bucharest, Romania.	Chief of Mission, Romania	Mark Henry Gitenstein	PAS	FA	.....	.....	
Moscow, Russia	Chief of Mission, Russian Federation	Michael Anthony McFaul ..	PAS	FA	.....	.....	
Kigali, Rwanda	Chief of Mission, Republic of Rwanda	Donald W. Koran	PAS	FA	.....	.....	
Riyadh, Saudi Arabia.	Chief of Mission, Kingdom of Saudi Arabia	James B. Smith	PAS	FA	.....	.....	
Dakar, Senegal	Chief of Mission, Republic of Senegal	Lewis Alan Lukens	PAS	FA	.....	.....	
Do	Chief of Mission, Republic of Guinea-Bissau ..	.....do	PAS	FA	.....	.....	
Belgrade, Serbia	Chief of Mission, Serbia	Mary Burce Warlick	PAS	FA	.....	.....	
Freetown, Sierra Leone.	Chief of Mission, Republic of Sierra Leone	Michael S. Owen	PAS	FA	.....	.....	
Singapore, Singapore.	Chief of Mission, Republic of Singapore	David Adelman	PAS	FA	.....	.....	
Bratislava, Slovakia.	Chief of Mission, Slovak Republic	Theodore Sedgwick	PAS	FA	.....	.....	
Ljubljana, Slovenia	Chief of Mission, Republic of Slovenia	Joseph A. Mussomeli	PAS	FA	.....	.....	
Pretoria, South Africa.	Chief of Mission, Republic of South Africa	Donald Henry Gips	PAS	FA	.....	.....	
Juba, South Sudan	Chief of Mission, Republic of South Sudan	Susan Denise Page	PAS	FA	.....	.....	
Madrid, Spain	Chief of Mission, Spain	Alan D. Solomont	PAS	FA	.....	.....	
Do	Chief of Mission, Andorra	.....do	PAS	FA	.....	.....	
Colombo, Sri Lanka	Chief of Mission, Democratic Republic of Sri Lanka.	Patricia A. Butenis	PAS	FA	.....	.....	
Do	Chief of Mission, Republic of Maldives	.....do	PAS	FA	.....	.....	
Paramaribo, Suriname.	Chief of Mission, Republic of Suriname	John R. Nay	PAS	FA	.....	.....	
Mbabane, Swaziland.	Chief of Mission, Kingdom of Swaziland	Earl Michael Irving	PAS	FA	.....	.....	

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Stockholm, Sweden	Chief of Mission, Sweden	Mark Francis Brzezinski	PAS	FA			
Bern, Switzerland	Chief of Mission, Switzerland	Donald Sternoff Beyer, Jr.	PAS	FA			
Do	Chief of Mission, Principality of Liechtenstein	do	PAS	FA			
Damascus, Syria	Chief of Mission, Syrian Arab Republic	Robert Stephen Ford	PAS	FA			
Dushanbe, Tajikistan.	Chief of Mission, Republic of Tajikistan	Kenneth E. Gross, Jr.	PAS	FA			
Dar es Salaam, Tanzania.	Chief of Mission, United Republic of Tanzania	Alfonso E. Lenhardt	PAS	FA			
Bangkok, Thailand	Chief of Mission, Kingdom of Thailand	Kristie Anne Kenney	PAS	FA			
Lome, Togo	Chief of Mission, Togolese Republic	Robert E. Whitehead	PAS	FA			
Port of Spain, Trinidad and Tobago.	Chief of Mission, Republic of Trinidad and Tobago.	Beatrice Wilkinson Welters	PAS	FA			
Tunis, Tunisia	Chief of Mission, Republic of Tunisia	Gordon Gray	PAS	FA			
Ankara, Turkey	Chief of Mission, Republic of Turkey	Francis Joseph Ricciardone, Jr..	PAS	FA			
Ashgabat, Turkmenistan.	Chief of Mission, Turkmenistan	Robert Patterson	PAS	FA			
Kampala, Uganda	Chief of Mission, Republic of Uganda	Jerry P. Lanier	PAS	FA			
Kyiv, Ukraine	Chief of Mission, Ukraine	John F. Tefft	PAS	FA			
Abu Dhabi, United Arab Emirates.	Chief of Mission, United Arab Emirates	Michael H. Corbin	PAS	FA			
London, United Kingdom.	Chief of Mission, United Kingdom of Great Britain and Northern Ireland.	Louis B. Susman	PAS	FA			
Montevideo, Uruguay.	Chief of Mission, Oriental Republic of Uruguay.	Julissa Reynoso	PAS	FA			
Tashkent, Uzbekistan.	Chief of Mission, Republic of Uzbekistan	George Albert Krol	PAS	FA			
Caracas, Venezuela	Chief of Mission, Bolivarian Republic of Venezuela.	Vacant	PAS	FA			
Hanoi, Vietnam	Chief of Mission, Socialist Republic of Vietnam.	David Bruce Shear	PAS	FA			
San'A, Yemen	Chief of Mission, Republic of Yemen	Gerald M. Feierstein	PAS	FA			
Lusaka, Zambia	Chief of Mission, Republic of Zambia	Mark Charles Storella	PAS	FA			
Harare, Zimbabwe	Chief of Mission, Republic of Zimbabwe	Charles Aaron Ray	PAS	FA			
	Office of the Under Secretary for Management						
Washington, DC	Under Secretary	Patrick F. Kennedy	PAS	EX	III		
Do	Senior Advisor	Shireen L. Dodson	TA	ES			07/17/13
Do	White House Liaison	Heather Faye Samuelson	SC	GS	14		
Do	Staff Assistant	Kelly Mehlenbacher	SC	GS	11		
Do	Managing Director	Vacant		ES			
Do	Assistant Secretary for Administration	Joyce A. Barr	PAS	EX	IV		
Do	Deputy Assistant Secretary for Operations	Vacant		ES			
Do	Deputy Assistant Secretary for Global Information Services.	Career Incumbent	CA	ES			
Do	Senior Advisor for Privacy Policy	Charlene W. Thomas	TA	ES			01/02/13
Do	Office Director, Office of Language Services	Career Incumbent	CA	ES			
Do	Office Director, Office of Logistics Operations	do	CA	ES			
Do	Office Director, Office of Program Management and Policy.	do	CA	ES			
Do	Office Director, Office of Information Programs and Services.	do	CA	ES			
Do	Executive Director	Vacant		ES			
Do	Procurement Executive	Career Incumbent	CA	ES			
Do	Education Program Administrator	do	CA	ES			
Do	Assistant Secretary for Consular Affairs	Janice Lee Jacobs	PAS	EX	IV		
Do	Deputy Assistant Secretary for Passport Services.	Career Incumbent	CA	ES			
Do	Managing Director, Passport Services	do	CA	ES			
Do	Managing Director, Passport Support Services.	do	CA	ES			
Do	Managing Director, Overseas Citizens Services.	do	CA	ES			
Do	Office Director, Office of Legislation, Regulations, and Advisory Assistance.	do	CA	ES			
Do	Comptroller	do	CA	ES			
Do	Staff Assistant	Luz Mendez	SC	GS	12		
Do	Assistant Secretary for Diplomatic Security	Eric J. Boswell	PAS	EX	IV		
Do	Executive Director	Career Incumbent	CA	ES			
Do	Director, Office of Foreign Missions	Eric J. Boswell	PAS	EX	IV		
Do	Office Director	Career Incumbent	CA	ES			
Do	Director, Foreign Service Institute	do	CA	ES			
Do	Associate Director for Management	do	CA	ES			
Do	Office Director, Education Programs	do	CA	ES			
Do	Associate Dean	do	CA	ES			
Do	do	do	CA	ES			

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate Dean	Career Incumbent	CA	ES			
Do	do	do	CA	ES			
Do	Chief Financial Officer	Patrick F. Kennedy	PAS	EX	IV		
Do	Deputy Chief Financial Officer	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Budget and Planning.	do	CA	ES			
Charleston, SC	Deputy Assistant Secretary for Global Financial Services.	do	CA	ES			
Do	Managing Director, Global Financial Operations Directorate.	do	CA	ES			
Do	Managing Director, Global Compensation	do	CA	ES			
Washington, DC	Managing Director, Global Financial Management Systems Directorate.	do	CA	ES			
Do	Executive Director	do	CA	ES			
Do	Office Director	do	CA	ES			
Do	Office Director, Office of Budget Operations	do	CA	ES			
Do	Office Director, Office of Resource Planning and Budget Information.	do	CA	ES			
Do	Director General of the Foreign Service Director of Human Resources.	Linda Thomas-Greenfield	PAS	EX	IV		
Do	Office Director, Office of Shared Services	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary	do	CA	ES			
Do	do	do	CA	ES			
Do	Executive Director	do	CA	ES			
Do	Director, Grievance Staff	do	CA	ES			
Do	Deputy Chief Information Officer	Vacant		ES			
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	Director, Systems Integration Office	do	CA	ES			
Do	Office Director, Project Services Office	do	CA	ES			
Do	Office Director, Enterprise Architecture and Planning.	do	CA	ES			
Do	Office Director, Messaging Systems Office	do	CA	ES			
Do	Office Director, Enterprise Network Management.	Vacant		ES			
Do	Special Advisor	Bryan M. Pagliano	SC	GS	15		
Do	Director, Overseas Building Operations	Lydia J. Muniz	NA	ES			
Do	Deputy Director, Resource Management	Career Incumbent	CA	ES			
Do	Office Director, Office of Design and Engineering.	do	CA	ES			
Do	Managing Director, Program Development, Coordination and Support.	do	CA	ES			
Do	Office Director, Special Projects Coordination Division.	do	CA	ES			
Do	Director, Art in Embassies Program	Beth Ellen Dozoretz	SC	GS	15		
Chicago, IL	Senior Coordinator for the G8 and NATO Summits.	Carrie S. Devine	TA	ES			06/30/12
	Office of the Under Secretary for Arms Control and International Security Affairs						
Washington, DC	Under Secretary for Arms Control and Security Affairs.	Vacant	PAS	EX	III		
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	Special Assistant	Jonathan E. Kaplan	SC	GS	13		
Do	Staff Assistant	Peter B. Crail	SC	GS	12		
Do	Assistant Secretary for Arms Control, Verification, and Compliance.	Rose E. Gottemoeller	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Vacant		ES			
Do	Deputy Assistant Secretary	Frank A. Rose	NA	ES			
Do	Managing Director	Career Incumbent	CA	ES			
Do	Office Director, Office of Chemical and Biological Weapons Affairs.	do	CA	ES			
Do	Office Director, Office of Strategic Affairs	do	CA	ES			
Do	Office Director, Office of Verification and Transparency Technology.	do	CA	ES			
Do	Office Director, Office of Multilateral and Nuclear Affairs.	do	CA	ES			
Do	Director, Office of Euro-Atlantic Security Affairs.	do	CA	ES			
Do	Public Affairs Specialist	Alexandra F. Bell	SC	GS	12		
Do	do	Jamie Mannina	SC	GS	11		
Do	Assistant Secretary for International Security and Nonproliferation Affairs.	Thomas More Countryman	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Vacant		ES			
Do	Special Representative of the President for Nuclear Non-Proliferation With the Rank of Ambassador.	Susan Burk	PAS	EX	IV		

DEPARTMENT OF STATE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Coordinator for Threat Reduction Programs, with the Rank of Ambassador.	Bonnie Denise Jenkins	PAS	OT			
Do	Deputy Assistant Secretary	Simon G. Limage	NA	ES			
Do	Senior Advisor	Atman M. Trivedi	SC	GS	15		
Do	Special Adviser	Robert J. Einhorn	NA	ES			
Do	Executive Director	Vacant		ES			
Do	Office Director, Office of Nuclear Energy, Safety, and Security.	Career Incumbent	CA	ES			
Do	Office Director	do	CA	ES			
Do	Office Director, Office of Conventional Arms Threat Reduction.	do	CA	ES			
Do	Office Director, Office of Counterproliferation Initiatives.	do	CA	ES			
Do	Office Director, Office of Regional Affairs	do	CA	ES			
Do	Office Director, Office of Missile, Biological and Chemical Nonproliferation.	do	CA	ES			
Do	Assistant Secretary for Political-Military Affairs.	Andrew J. Shapiro	PAS	EX	IV		
Do	Deputy Assistant Secretary for Plans, Programs, and Operations.	Vacant		ES			
Do	Deputy Assistant Secretary for Defense Trade and Regional Security.	do		ES			
Do	Political Advisor	Career Incumbent	CA	ES			
Do	Office Director, Office of Plans, Policy and Analysis.	do	CA	ES			
Do	Office Director, Office of Weapons Removal and Abatement.	do	CA	ES			
Do	Staff Assistant	Julia Reed	SC	GS	11		
	Office of the Under Secretary for Economic Growth, Energy, and the Environment						
Do	Under Secretary	Robert D. Hormats	PAS	EX	III		
Do	Special Coordinator	Career Incumbent	CA	ES			
Do	Chief Economist	Heidi Crebo-Rediker	NA	ES			
Do	Assistant Secretary for Economic and Business Affairs.	Jose W. Fernandez	PAS	EX	IV		
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary of State for International Communications and Information Policy in the Bureau of Economic and Business Affairs and U. S. Coordinator for International Communications and Information Policy.	Phillip L. Verveer	NA	OT			
Do	Deputy Assistant Secretary	Peter Harrell	SC	GS	15		
Do	Special Envoy for Eurasian Energy	Richard L. Morningstar	NA	ES			
Do	Special Representative for Commercial and Business Affairs.	Lorraine J. Hariton	NA	ES			
Do	Senior Advisor	Manu Kumar Bhardwaj	SC	GS	15		
Do	Foreign Affairs Officer	Career Incumbent	CA	ES			
Do	Special Assistant	Shraddha K. Patel	SC	GS	14		
Do	Special Assistant	Andrew Bergen McCracken	SC	GS	14		
Do	do	Michael L. Szymanski	SC	GS	13		
Do	Staff Assistant	Joseph T. Figueiredo	SC	GS	9		
Do	Assistant Secretary for International Energy Resources.	Vacant	PAS	EX	IV		
Do	Staff Assistant	Ethan M. Gelber	SC	GS	11		
Do	Office Director, Office of Electricity and Energy Efficiency.	Vacant		ES			
Do	Assistant Secretary Oceans International Environmental and Scientific Affairs.	Kerri-Ann Jones	PAS	EX	IV		
Do	Deputy Assistant Secretary for Oceans	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Environment and Natural Resources.	do	CA	ES			
Do	Senior Advisor	do	CA	ES			
Do	Office Director, Office of Marine Conservation	do	CA	ES			
Do	Office Director, Office of Oceans and Polar Affairs.	do	CA	ES			
Do	Office Director, Office of Ecology and Conservation.	do	CA	ES			
Do	Office Director, Office of Global Change	do	CA	ES			
Do	Office Director, Office of Space and Advanced Technology.	Vacant		ES			

DEPARTMENT OF STATE OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE INSPECTOR GENERAL						
Washington, DC	Inspector General	Vacant	PAS	OT			
Do	Assistant Inspector General for Inspections	Career Incumbent	CA	ES			

DEPARTMENT OF TRANSPORTATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
	Secretary						
Washington, DC	Secretary	Ray LaHood	PAS	EX	I		
Do	Deputy Secretary	John D. Porcari	PAS	EX	II		
Do	Chief of Staff	Joan M. DeBoer	NA	ES			
Do	Deputy Chief of Staff	Marlise A. Streitmatter	NA	ES			
Do	White House Liaison	Nathaniel S. Turnbull	SC	GS	15		
Do	Counselor to the Secretary of Transportation	Vacant		ES			
Do	Counselor to the Deputy Secretary	Joseph F. Peraino	SC	GS	15		
Do	Assistant to the Secretary for Policy	Vacant		ES			
Do	Associate Director for Scheduling and Advance.	Georgette N. Brammer	SC	GS	12		
Do	Scheduler	Maria Elena Juarez	SC	GS	9		
Do	Special Assistant for Scheduling and Advance	Ryan M. Lynch	SC	GS	9		
Do	Advance Specialist	Amani K. Kancey	SC	GS	7		
Do	Under Secretary of Transportation for Policy	Vacant	PAS	EX	II		
	Executive Secretariat						
Do	Director	Carol C. Darr	NA	ES			
	Civil Rights						
Do	Director	Camille M. Hazeur	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
	Small and Disadvantaged Business Utilization						
Do	Director	Brandon T. Neal	NA	ES			
	Chief Information Officer						
Do	Chief Information Officer	Nitin Pradhan	NA	ES			
Do	Associate Chief Information Officer for IT Policy Oversight.	Vacant		ES			
Do	Associate Chief Information Officer for Information Technology Shared Services.	Career Incumbent	CA	ES			
Do	Associate Director for IT Strategy and Technology Projects.	Francisco Reinoso	SC	GS	13		
	Public Affairs						
Do	Assistant to the Secretary and Director of Public Affairs.	Aleksandra J. Johnson	NA	ES			
Do	Deputy Director of Public Affairs	Meghan A. Keck	SC	GS	15		
Do	Press Secretary	Justin C. Nisly	SC	GS	12		
Do	Deputy Press Secretary	Susan E. Hendrick	SC	GS	11		
Do	Associate Director for Speechwriting	Ashley Nash-Hahn	SC	GS	11		
	General Counsel						
Do	General Counsel	Robert S. Rivkin	PAS	EX	IV		
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	.....do	James Cole, Jr.	NA	ES			
Do	Associate General Counsel	Amy C. Tovar	SC	GS	15		
Do	Special Assistant to the General Counsel	Michael J. Hallock	SC	GS	9		
Do	Assistant General Counsel for Operations	Career Incumbent	CA	ES			
Do	Assistant General Counsel for General Law	.....do	CA	ES			
Do	Assistant General Counsel for Litigation	.....do	CA	ES			
Do	Assistant General Counsel for Legislation	.....do	CA	ES			
Do	Assistant General Counsel for Regulation and Enforcement.	.....do	CA	ES			
Do	Assistant General Counsel for International Law.	.....do	CA	ES			
Do	Assistant General Counsel for Aviation Enforcement and Proceedings.	.....do	CA	ES			
	Assistant Secretary for Budget and Programs						
Do	Assistant Secretary	Christopher P. Bertram	PAS	EX	IV		
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Management and Budget.	Sylvia Garcia	SC	GS	15		
Do	Director, Office of Financial Management	Career Incumbent	CA	ES			
Do	Director, Office of Budget and Program Performance.	.....do	CA	ES			
Do	Deputy Director, Office of Budget and Program Performance.	.....do	CA	ES			
	Assistant Secretary for Transportation Policy						
Do	Assistant Secretary	Polly E. Trottenberg	PAS	EX	IV		
Do	Deputy Assistant Secretary for Transportation Policy.	Career Incumbent	CA	ES			
Do	.....do	Beth D. Osborne	NA	ES			

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary for Transportation Policy.	Amy M. Scarton	NA	ES	.....	.....	
Do	Director, Office of Economic and Strategic Analysis.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Infrastructure, Finance and Innovation.	.....do	CA	ES	.....	.....	
Do	Senior Advisor for Accessible Transportation	Richard A. Devylder	SC	GS	15	.....	
Do	Director of Public Engagement	Bryna L. Helfer	SC	GS	15	.....	
Do	Deputy Director of Public Engagement	Cheron V. Wicker	SC	GS	14	.....	
Do	Associate Director for Transportation Policy ..	Vincent White	SC	GS	12	.....	
	Assistant Secretary for Governmental Affairs						
Do	Assistant Secretary	Dana G. Gresham	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Amit Bose	SC	GS	15	.....	
Do	.....do	Joanna Liberman Turner ..	SC	GS	15	.....	
Do	.....do	Patricia B. Readinger	SC	GS	14	.....	
Do	Associate Director for Governmental Affairs ..	Federico de Jesus	SC	GS	12	.....	
Do	.....do	Alexander Friendly	SC	GS	11	.....	
Do	.....do	Peter C. Gould	SC	GS	9	.....	
Do	.....do	Aaron P. Rosenthal	SC	GS	9	.....	
Do	.....do	Michael L. Daley	SC	GS	7	.....	
	Assistant Secretary for Aviation and International Affairs						
Do	Assistant Secretary	Susan L. Kurland	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Robert Letteney	NA	ES	.....	.....	
Do	Director, Office of International Transportation and Trade.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of International Aviation	.....do	CA	ES	.....	.....	
Do	Director, Office of Aviation Analysis	.....do	CA	ES	.....	.....	
	Assistant Secretary for Administration						
Do	Deputy Assistant Secretary	Brodi L. Fontenot	NA	ES	.....	.....	
Do	Advisor to Deputy Assistant Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Director, Departmental Office of Human Resource Management.	.....do	CA	ES	.....	.....	
Do	Deputy Director, Departmental Office of Human Resource Management.	.....do	CA	ES	.....	.....	
Do	Special Assistant to the Director, Departmental Office of Human Resource Management.	Stephen Gomez	TA	ES	.....	.....	02/15/15
Do	Director, Office of Security	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Financial Management	.....do	CA	ES	.....	.....	
Do	Director, Office of Facilities, Information and Asset Management.	.....do	CA	ES	.....	.....	
	FEDERAL AVIATION ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Vacant	PAS	EX	II	.....	
Do	Deputy Administrator	Michael Huerta	PAS	EX	IV	.....	
Do	Counselor to the Administrator	Vacant	XS	OT	.....	.....	
	Chief Counsel						
Do	Chief Counsel	Kathryn B. Thomson	XS	OT	.....	.....	
	Communications						
Do	Assistant Administrator	Brie N. Sachse	SC	GS	15	.....	
	Airports						
Do	Associate Administrator	Christa Fornarotto	XS	OT	.....	.....	
	Aviation Policy, International Affairs and Environment						
Do	Assistant Administrator	Julie Oettinger	XS	OT	.....	.....	
	Government and Industry						
Do	Assistant Administrator	Roderick D. Hall	SC	GS	15	.....	
	FEDERAL HIGHWAY ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Victor M. Mendez	PAS	EX	II	.....	
Do	Deputy Administrator	Gregory G. Nadeau	NA	ES	.....	.....	
Do	Program Manager for the Intelligent Transportation Systems Programs Office.	Career Incumbent	CA	ES	.....	.....	
	Chief Counsel						
Do	Chief Counsel	Fred R. Wagner	NA	ES	.....	.....	

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Chief Counsel	Career Incumbent	CA	ES			
Do	Assistant Chief Counsel for Legislation, Regulations and General Law Division.	do	CA	ES			
	Administration						
Do	Associate Administrator	Vacant		ES			
Do	Director, Office of Human Resources	Career Incumbent	CA	ES			
	Infrastructure						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Program Administration	do	CA	ES			
Do	Director, Office of Bridge Technology	do	CA	ES			
Do	Director, Office of Pavement Technology	do	CA	ES			
Do	Director, Office of Asset Management	do	CA	ES			
	Operations						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Freight Management and Operations.	Vacant		ES			
Do	Director, Office of Transportation Management.	Career Incumbent	CA	ES			
Do	Director, Office of Transportation Operations	do	CA	ES			
	Planning, Environment and Realty						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Project Development and Environmental Review.	do	CA	ES			
Do	Director, Office of Natural Environment	do	CA	ES			
Do	Director, Office of Human Environment	Vacant		ES			
Do	Director, Office of Planning	Career Incumbent	CA	ES			
	Safety						
Do	Director, Office of Safety Integration	do	CA	ES			
Do	Director, Office of Safety Programs	do	CA	ES			
	Research, Development and Technology						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Infrastructure Research, Development and Technology.	do	CA	ES			
McLean, VA	Director, Office of Operations Research, Development and Technology.	do	CA	ES			
Do	Director, Office of Corporate Research, Technology and Innovation Management.	do	CA	ES			
	Federal Lands Highway Programs						
Washington, DC	Associate Administrator	do	CA	ES			
Sterling, VA	Federal Lands Highway Division Engineer, Eastern.	do	CA	ES			
Lakewood, CO	Federal Lands Highway Division Engineer, Central.	do	CA	ES			
Vancouver, WA	Federal Lands Highway Division Engineer, Western.	do	CA	ES			
	Policy and Governmental Affairs						
Washington, DC	Associate Administrator	David S. Kim	SC	GS	15		
Do	Director, Office of International Programs	Career Incumbent	CA	ES			
Do	Director, Office of Highway Policy Information.	do	CA	ES			
Do	Director, Office of Transportation Policy Studies.	do	CA	ES			
Do	Director, Office of Legislative Affairs and Policy Communications.	Vacant		ES			
Do	Afghanistan Transportation Counselor	Career Incumbent	CA	ES			
	Civil Rights						
Do	Associate Administrator	do	CA	ES			
	Public Affairs						
Do	Associate Administrator for Public Affairs	Catherine St. Denis	NA	ES			
	Field Services						
Atlanta, GA	Director of Field Services - South	Career Incumbent	CA	ES			
Salt Lake City, UT	Director of Field Services - West	do	CA	ES			
Baltimore, MD	Director of Field Services - North	Vacant		ES			
Chicago, IL	Director of Field Services - Mid-America	do		ES			
Sacramento, CA	Division Administrator, California	Career Incumbent	CA	ES			
Tallahassee, FL	Division Administrator, Florida	do	CA	ES			
Austin, TX	Division Administrator, Texas	Vacant		ES			
Albany, NY	Division Administrator, New York	Career Incumbent	CA	ES			
Lakewood, CO	Director of Technical Services	do	CA	ES			

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Anne S. Ferro	PAS	EX	III		
Do	Deputy Administrator	William A. Bronrott	NA	ES			
Do	Director for Governmental Affairs	John W. Drake	SC	GS	15		
Do	Director of Communications	Candice Tolliver	SC	GS	14		
	Chief Counsel						
Do	Chief Counsel	Vacant		ES			
Do	Deputy Chief Counsel	Career Incumbent	CA	ES			
	Administration						
Do	Associate Administrator for Administration	do	CA	ES			
	Research, Technology and Information Management and Chief Information Officer						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Analysis Research and Technology.	do	CA	ES			
	Policy and Program Development						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Policy, Plans and Regulations.	Vacant		ES			
	Enforcement and Program Delivery						
Do	Associate Administrator	Career Incumbent	CA	ES			
Do	Director, Office of Motor Carrier Safety Programs.	do	CA	ES			
	Field Operations						
Do	Associate Administrator for Field Operations	do	CA	ES			
Baltimore, MD	Field Administrator - Eastern Region	Vacant		ES			
Lakewood, CO	Field Administrator - Western Region	Career Incumbent	CA	ES			
	FEDERAL RAILROAD ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Joseph C. Szabo	PAS	EX	III		
Do	Deputy Administrator	Karen J. Hedlund	NA	ES			
	Chief Counsel						
Do	Chief Counsel	Melissa L. Porter	NA	ES			
Do	Deputy Chief Counsel	Career Incumbent	CA	ES			
	Communication and Legislative Affairs						
Do	Associate Administrator	Kevin F. Thompson	SC	GS	15		
Do	Associate Director of Congressional Affairs	Nathan J. Robinson	SC	GS	12		
	Administration and Finance						
Do	Associate Administrator for Administration	Career Incumbent	CA	ES			
	Railroad Policy and Development						
Do	Associate Administrator	do	CA	ES			
Do	Director, Office of Research and Development	do	CA	ES			
Do	Director, Rail Project Development and Delivery.	do	CA	ES			
Do	Senior Project Manager for California High-Speed Rail Corridor.	Vacant		ES			
Do	Director, Office of Passenger and Freight Programs.	do		ES			
	Railroad Safety						
Do	Deputy Associate Administrator for Safety Compliance and Program Implementation.	do		ES			
Do	Deputy Associate Administrator for Regulatory and Legislative Operations.	Career Incumbent	CA	ES			
Do	Director, Office of Safety Compliance and Assurance.	do	CA	ES			
Do	Director, Office of Safety Analysis, Risk Reduction and Crossing/Trespasser Programs.	do	CA	ES			
	FEDERAL TRANSIT ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Peter M. Rogoff	PAS	EX	III		
Do	Deputy Administrator	Therese W. McMillan	NA	ES			
Do	Executive Director	Career Incumbent	CA	ES			

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate Administrator for Communications and Legislative Affairs.	Brian D. Farber	SC	GS	15	.....	
	Chief Counsel						
Do	Chief Counsel	Dorval R. Carter, Jr.	NA	ES	.....	.....	
Do	Deputy Chief Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Attorney Advisor (Special Counsel)	.....do	CA	ES	.....	.....	
	Planning and Environment						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Program Management						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Research, Demonstration and Innovation						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Budget and Policy						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Administration						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Regional Administrator						
Cambridge, MA	Regional Administrator, Region 1	.....do	CA	ES	.....	.....	
New York, NY	Regional Administrator, Region 2	.....do	CA	ES	.....	.....	
Philadelphia, PA	Regional Administrator, Region 3	.....do	CA	ES	.....	.....	
Atlanta, GA	Regional Administrator, Region 4	.....do	CA	ES	.....	.....	
Chicago, IL	Regional Administrator, Region 5	.....do	CA	ES	.....	.....	
Dallas, TX	Regional Administrator, Region 6	.....do	CA	ES	.....	.....	
Kansas City, MO ...	Regional Administrator, Region 7	.....do	CA	ES	.....	.....	
Denver, CO	Regional Administrator, Region 8	Vacant	.....	ES	.....	.....	
San Francisco, CA	Regional Administrator, Region 9	Career Incumbent	CA	ES	.....	.....	
Seattle, WA	Regional Administrator, Region 10	.....do	CA	ES	.....	.....	
	MARITIME ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	David T. Matsuda	PAS	EX	III	.....	
Do	Deputy Administrator	Vacant	.....	ES	.....	.....	
Do	Associate Administrator for Budget and Programs/Chief Financial Officer.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Policy and Plans	.....do	CA	ES	.....	.....	
Do	Senior Policy Advisor for Community Initiatives.	.....do	CA	ES	.....	.....	
	Chief Counsel						
Do	Chief Counsel	Franklin R. Parker	NA	ES	.....	.....	
	Administration						
Do	Associate Administrator	Vacant	.....	ES	.....	.....	
	Business and Workforce Development						
Do	Associate Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Cargo Preference	.....do	CA	ES	.....	.....	
	Intermodal System Development						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	CA	ES	.....	.....	
	National Security						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
	Merchant Marine Academy						
Kings Point, NY	Superintendent	Vacant	.....	ES	.....	.....	
Do	Deputy Superintendent	.....do	.....	ES	.....	.....	
	NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	David L. Strickland	PAS	EX	III	.....	
Do	Deputy Administrator	Ronald L. Medford	NA	ES	.....	.....	
Do	Director, Office of Governmental Affairs, Policy and Strategic Planning.	Chan D. Lieu	SC	GS	15	.....	
Do	Director of Communications	Lynda C. Tran Reamy	SC	GS	15	.....	
	Chief Counsel						
Do	Chief Counsel	Oakley Kevin Vincent	NA	ES	.....	.....	
Do	Assistant Chief Counsel (Rulemaking)	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Chief Counsel (Litigation)	.....do	CA	ES	.....	.....	
Do	Assistant Chief Counsel (Legislation and General Law).	.....do	CA	ES	.....	.....	

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Traffic Injury Control						
Washington, DC	Senior Associate Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator for Program Development and Delivery.	do	CA	ES			
Do	Associate Administrator for Regional Operations and Program Delivery.	do	CA	ES			
Do	Director, Office of Impaired Driving and Occupant Protection.	do	CA	ES			
Do	Director, Office of Safety Programs, Traffic Injury Control.	do	CA	ES			
	Policy and Operations						
Do	Senior Associate Administrator	do	CA	ES			
Do	Associate Administrator for Planning, Administrative and Financial Management.	Vacant		ES			
Do	Associate Administrator for Communications and Consumer Information.	Career Incumbent	CA	ES			
Do	Chief Information Officer	do	CA	ES			
	Vehicle Safety						
Do	Senior Associate Administrator	do	CA	ES			
Do	Associate Administrator for Rulemaking	do	CA	ES			
Do	Associate Administrator for Vehicle Safety Research.	do	CA	ES			
Do	Associate Administrator for the National Center for Statistics and Analysis.	do	CA	ES			
Do	Director, Strategic Planning and Domestic and Global Integration Vehicle Safety.	do	CA	ES			
Do	Director, Office of Crash Avoidance Standards	do	CA	ES			
Do	Director, International Harmonization Policy, Fuel, Economy and Consumer Programs.	do	CA	ES			
Columbus, OH	Director, Vehicle Research and Test Center (Ohio).	do	CA	ES			
Washington, DC	Director, Office of Crash Avoidance and Electronic Controls.	Vacant		ES			
Do	Director, Office of Regulatory Analysis and Evaluation.	Career Incumbent	CA	ES			
	PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Cynthia L. Quarterman	PAS	EX	III		
Do	Deputy Administrator	Timothy P. Butters	NA	ES			
Do	Associate Administrator for Governmental, International and Public Affairs.	Jeannie A. Layson	SC	GS	15		
	Chief Counsel						
Do	Chief Counsel	Vanessa Sutherland	NA	ES			
Do	Deputy Chief Counsel	Vacant		ES			
	Pipeline Safety						
Do	Deputy Associate Administrator for Policy and Programs.	Career Incumbent	CA	ES			
	Hazardous Materials Safety						
Do	Associate Administrator	do	CA	ES			
	Administration / Chief Financial Officer						
Do	Associate Administrator for Finance, Budget and Performance Integration/Chief Financial Officer.	do	CA	ES			
Do	Deputy Associate Administrator for Finance, Budget and Performance Integration/Deputy Chief Financial Officer.	do	CA	ES			
	RESEARCH AND INNOVATIVE TECHNOLOGY ADMINISTRATION						
	Administrator						
Washington, DC	Administrator	Vacant	PAS	EX	III		
Do	Deputy Administrator	Gregory D. Winfree	NA	ES			
Do	Director, Office of Governmental, International and Public Affairs.	Jane E. Mellow	SC	GS	15		
	Chief Counsel						
Do	Chief Counsel	Ellen L. Partridge	NA	ES			

DEPARTMENT OF TRANSPORTATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Administration						
Washington, DC	Associate Administrator	Career Incumbent	CA	ES	.....	.....	
	Research, Development and Technology						
Do	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Director, National Space Based Position Navigation and Timing Office.	.....do	CA	ES	.....	.....	
	Volpe National Transportation Systems Center						
Cambridge, MA	Associate Administrator	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator for Operations.	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator for Research, Innovation and Technology.	.....do	CA	ES	.....	.....	
Do	Deputy Associate Administrator for Aviation Innovation.	.....do	CA	ES	.....	.....	
Do	Director, Center for Safety Management Systems.	Vacant	.....	ES	.....	.....	
	Bureau of Transportation Statistics						
Washington, DC	Associate Administrator and Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Associate Administrator and Deputy Director.	Vacant	.....	ES	.....	.....	
	SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION						
	Administrator						
Washington, DC	Administrator	Vacant	PAS	EX	IV	.....	
Do	Deputy Administrator	Career Incumbent	CA	ES	.....	.....	
Massena, NY	Associate Administrator for Strategic Planning and Programs.	Carol Fenton	TA	ES	.....	.....	11/19/14
	Associate Administrator						
Do	Associate Administrator/Resident Manager	Career Incumbent	CA	ES	.....	.....	
	SURFACE TRANSPORTATION-BOARD						
	Chairman						
Washington, DC	Chairman	Daniel R. Elliott III	PAS	EX	III	.....	12/31/13
	Board Member						
Do	Vice Chairman	Francis P. Mulvey	PAS	EX	IV	.....	12/31/12
Do	Board Member	Ann Dawn Begeman	PAS	EX	IV	.....	12/31/15
	Public Assistance, Governmental Affairs and Compliance						
Do	Director	Career Incumbent	CA	ES	.....	.....	
	General Counsel						
Do	General Counsel	.....do	CA	ES	.....	.....	
Do	Deputy General Counsel	.....do	CA	ES	.....	.....	
	Office of Proceedings						
Do	Director	.....do	CA	ES	.....	.....	

DEPARTMENT OF TRANSPORTATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF INSPECTOR GENERAL						
Washington, DC	Inspector General	Calvin L. Scovel III	PAS	OT	$170,259	.....	

DEPARTMENT OF THE TREASURY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
Washington, DC	Secretary	Timothy F. Geithner	PAS	EX	I		
Do	Deputy Secretary	Neal S. Wolin	PAS	EX	II		
Do	Senior Advisor	Sarah Beth Miller	SC	GS	15		
Do	Special Assistant	Lauren E. Mandelker	SC	GS	12		
Do	Counselor to the Secretary	Randall James Devalk	NA	ES			
Do	Chief of Staff	Mark Patterson	NA	ES			
Do	Deputy Chief of Staff	Adewale Olabimeji Adeyemo.	NA	ES			
Do	White House Liaison	Margaret Buford	SC	GS	15		
Do	Director of Scheduling and Advance	Julie Huffman Herr	SC	GS	15		
Do	Deputy Director, Scheduling and Advance	Bhumi Haresh Shah	SC	GS	12		
Do	Advance Specialist	Natalie J. Reese	SC	GS	9		
Do	.....do	Antonio Jaquis White	SC	GS	9		
Do	Staff Assistant	Daniel K. Balke	SC	GS	7		
Do	Executive Secretary	Rebecca Henszey Ewing	NA	ES			
Do	Deputy Executive Secretary	Sam I. Valverde	SC	GS	15		
Do	.....do	David George Clunie	SC	GS	15		
Do	Special Assistant	Million Fikre	SC	GS	12		
Do	.....do	Elizabeth A. Hipple	SC	GS	11		
Do	.....do	Breanna Nicole Zwart	SC	GS	11		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Vacant	PAS	EX	IV		
Do	Principal Deputy General Counsel	Christopher J. Meade	NA	ES			
Do	Assistant General Counsel (General Law and Ethics).	Career Incumbent	CA	ES			
Do	Deputy Assistant General Counsel (General Law and Regulation).	.....do	CA	ES			
Do	Deputy Assistant General Counsel (Ethics)	.....do	CA	ES			
Do	Assistant General Counsel (Banking and Finance).	.....do	CA	ES			
Do	Deputy Assistant General Counsel (Banking and Finance).	Vacant		ES			
Do	Assistant General Counsel (International Affairs).	Career Incumbent	CA	ES			
Do	Deputy Assistant General Counsel (International Affairs).	Vacant		ES			
Do	Assistant General Counsel (Enforcement and Intelligence).	.....do		ES			
Do	Deputy Assistant General Counsel (Enforcement and Intelligence).	Career Incumbent	CA	ES			
Do	Chief Counsel, Office of Foreign Assets Control.	Vacant		ES			
Do	Special Counsel for Tax, Trade, and Tariff	Career Incumbent	CA	ES			
Do	Chief Counsel, Office of Financial Stability	Vacant		ES			
	OFFICE OF THE UNDER SECRETARY FOR INTERNATIONAL AFFAIRS						
Do	Under Secretary	Lael Brainard	PAS	EX	III		
Do	Senior Advisor	Sameera Fazili	SC	GS	15		
Do	.....do	Lyndsay N. Huot	SC	GS	14		
Do	Executive Secretary and Senior Coordinator for China Affairs and the Strategic and Economic Dialogue.	Vacant		ES			
Do	Managing Director for China Operations	Paige M. Gebhardt	SC	GS	14		
Do	Special Assistant	Elizabeth S. Van Heuvelen	SC	GS	12		
	Office of the Assistant Secretary for International Finance						
Do	Deputy Under Secretary/Designated Assistant Secretary.	Charles Valentine A. Collyns.	PAS	EX	IV		
Do	Deputy Assistant Secretary for International Monetary and Financial Policy.	Career Incumbent	CA	ES			
Do	Director, Office of International Monetary Policy.	.....do	CA	ES			
Do	Director, Office of International Banking and Securities Markets.	.....do	CA	ES			
Do	Senior Advisor	.....do	CA	ES			
Do	Deputy Assistant Secretary for Western Hemisphere.	Leonardo Martinez	NA	ES			
Do	Director, Office of Western Hemisphere	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for South and East Asia.	.....do	CA	ES			
Do	Director, Office of South and South Asian Nations.	.....do	CA	ES			
Do	Director, Office of African Nations	Vacant		ES			

DEPARTMENT OF THE TREASURY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Tokyo, Japan	Treasury Attaché (Tokyo)	Career Incumbent	CA	ES			
Beijing, China	Economic and Financial Emissary to China	.....do	CA	ES			
Washington, DC	Deputy Assistant Secretary for Middle East and Africa.	.....do	CA	ES			
Do	Director, Office of Middle East and North Africa.	.....do	CA	ES			
Do	Deputy Assistant Secretary for Europe and Eurasia.	Christopher Smart	NA	ES			
Do	Deputy Assistant Secretary for International Economic Analysis.	Bradley Wayne Setser	NA	ES			
Do	Director, Markets Room	Vacant		ES			
	Office of the Assistant Secretary for International Markets and Development						
Do	Assistant Secretary	Maria Louise Lago	PAS	EX	IV		
Do	Deputy Assistant Secretary for Investment Security.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Trade and Investment Policy.	Sharon H. Yuan	NA	ES			
Do	Director, Office of Trade Finance	Career Incumbent	CA	ES			
Do	Director, Office of International Trade	Vacant		ES			
Do	Deputy Assistant Secretary for Technical Assistance Policy.	Career Incumbent	CA	ES			
Do	Director, Office of Technical Assistance	.....do	CA	ES			
Do	Deputy Assistant Secretary for Environment and Energy.	Vacant		ES			
Do	Deputy Assistant Secretary for International Development Policy.	Scott Allen Morris	NA	ES			
Do	Director, Office of Multilateral Development Banks.	Career Incumbent	CA	ES			
	OFFICE OF THE UNDER SECRETARY FOR DOMESTIC FINANCE						
Do	Under Secretary	Mary John Miller	PAS	EX	III		
Do	Senior Advisor	Barrett Hester	SC	GS	15		
Do	Executive Assistant	Sarah Anne Wrennall-Montes.	SC	GS	13		
Do	Member, Financial Stability Oversight Council.	Samuel Roy Woodall, Jr.	PAS	EX	III		
Do	Deputy Assistant Secretary for Financial Stability Oversight Council.	Amias Moore Gerety	NA	ES			
Do	Counselor to the Secretary	Richard B. Berner	NA	ES			
Do	Director, Office of Financial Research	Vacant	PAS	EX	III		
	Office of the Fiscal Assistant Secretary						
Do	Director, Office of Fiscal Projections	Career Incumbent	CA	ES			
Do	Director, Office of Financial Innovation and Transformation.	.....do	CA	ES			
Do	Director, Office of Financial Services and Operations.	.....do	CA	ES			
Do	Executive Architect	.....do	CA	ES			
Do	Chief Counsel, Financial Management Service.	.....do	CA	ES			
Do	Chief Counsel, Bureau of the Public Debt	.....do	CA	ES			
Kansas City, MO	Project Manager, Information Technology Consolidation.	Carlos Usera	TA	ES			11/20/13
	Office of the Assistant Secretary for Financial Markets						
Washington, DC	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Deputy Assistant Secretary for Federal Finance.	Matthew Starbuck Rutherford.	NA	ES			
Do	Deputy Assistant Secretary for Capital Markets.	Timothy J. Bowler	NA	ES			
Do	Deputy Assistant Secretary for Government Financial Policy.	Career Incumbent	CA	ES			
Do	Director, Office of Policy and Legislative Review.	.....do	CA	ES			
Do	Director, Office of Debt Management	Vacant		ES			
	Office of the Assistant Secretary for Financial Institutions						
Do	Assistant Secretary	Cyrus Amir-Mokri	PAS	EX	IV		
Do	Senior Advisor	Katheryn Estelle Rosen	SC	GS	15		
Do	Deputy Assistant Secretary for Small Business, Community Development, and Affordable Housing Policy.	Donet Dominic Graves, Jr.	NA	ES			

DEPARTMENT OF THE TREASURY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Small Business Community Development and Affordable Housing Policy.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Financial Education, Financial Access, and Consumer Protection.	Melissa S. Koide	NA	ES			
Do	Deputy Assistant Secretary for Financial Institutions and Government Sponsored Enterprises Policy.	Vacant		ES			
Do	Director, Office of Financial Institutions Policy.	do		ES			
Do	Deputy Director, Office of Financial Institutions Policy.	do		ES			
Do	Director, Office of Critical Infrastructure Protection and Compliance Policy.	Career Incumbent	CA	ES			
Do	Director, Community Development Financial Institutions Fund.	do	CA	ES			
Do	Deputy Director, Community Development Financial Institutions Fund.	do	CA	ES			
	Office of the Assistant Secretary for Financial Stability						
Do	Assistant Secretary	Timothy G. Massad	PAS	EX	IV		
Do	Senior Advisor	John D. Grom	SC	GS	15		
Do	Chief Financial Officer	Career Incumbent	CA	ES			
Do	Assistant Chief Financial Officer	Mark Neil Seiler	TA	ES			12/17/14
Do	Chief Investment Officer	Mathew Michael Pendo	TA	ES			11/09/13
Do	Chief Homeownership Preservation Officer	Darius Radcliffe Kingsley	TA	ES			01/14/14
Do	Chief Compliance Officer	Frederick Benjamin Purser	TA	ES			12/31/14
Do	Chief of Management and Operations	Violette Nicole Bynum	TA	ES			12/17/14
Do	Director of Internal Review	Career Incumbent	CA	ES			
	OFFICE OF THE UNDER SECRETARY FOR TERRORISM AND FINANCIAL INTELLIGENCE						
Do	Under Secretary for Terrorism and Financial Crimes.	David S. Cohen	PAS	EX	III		
Do	Director, Office of Foreign Assets Control	Career Incumbent	CA	ES			
Do	Deputy Director, Office of Foreign Assets Control.	do	CA	ES			
Do	Associate Director, Office of Program Policy and Implementation.	do	CA	ES			
Do	Associate Director, Office of Resource Management.	do	CA	ES			
Do	Associate Director, Office of Enforcement	do	CA	ES			
Do	Associate Director, Office of Global Targeting	Vacant		ES			
	Office of the Assistant Secretary for Terrorist Financing and Financial Crimes						
Do	Assistant Secretary for Terrorist Financing	Daniel L. Glaser	PAS	EX	IV		
Do	Senior Advisor	Elizabeth S. Rosenberg	SC	GS	15		
Do	Deputy Assistant Secretary for Terrorist Financing and Financial Crimes.	Luke A. Bronin	NA	ES			
Do	Director, Office of Strategic Policy	Career Incumbent	CA	ES			
Do	Director, Office of Global Affairs	Vacant		ES			
	Office of the Assistant Secretary for Intelligence and Analysis						
Do	Assistant Secretary	Susan Leslie Ireland	PAS	EX	IV		
Do	Deputy Assistant Secretary for Analysis and Production.	Career Incumbent	CA	ES			
Do	Director, Office of Middle East and Europe	Vacant		ES			
Do	Director, Office of Transnational Issues	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Intelligence Community Integration.	do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR LEGISLATIVE AFFAIRS						
Do	Deputy Under Secretary/Designated Assistant Secretary.	Alastair Fitzpayne	PAS	EX	IV		
Do	Deputy Assistant Secretary for Legislative Affairs (Housing, Small Business, and Troubled Assets Relief Program).	Megan O. Moore	NA	ES			
Do	Deputy Assistant Secretary for Legislative Affairs (Appropriations and Management).	Lisa Lorelei Pena	NA	ES			
Do	Deputy Assistant Secretary for Legislative Affairs (International Affairs).	Stephane J. Lebouder	NA	ES			

DEPARTMENT OF THE TREASURY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Secretary for Legislative Affairs (Banking and Finance, and Terrorism and Financial Intelligence).	Kathleen Lynch Mellody	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for Legislative Affairs (Tax and Budget).	Sandra Salstrom	NA	ES	.....	.....	
Do	Senior Advisor	Patrick Thomas Maloney ...	SC	GS	15	.....	
Do	Special Assistant	Cara Vaile Camacho	SC	GS	12	.....	
Do	.....do	Julian Drew Colbert	SC	GS	11	.....	
Do	.....do	Andrea Brazille Ambriz	SC	GS	11	.....	
Do	.....do	Namrata A. Mujumdar	SC	GS	11	.....	
	OFFICE OF THE ASSISTANT SECRETARY FOR PUBLIC AFFAIRS						
Do	Assistant Secretary	Jenni Rane Lecompte	PAS	EX	IV	.....	
Do	Deputy Assistant Secretary	Natalie Wyeth	NA	ES	.....	.....	
Do	.....do	Anthony Dion Coley	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for Business Affairs and Public Liaison.	Victoria S. Palomo	NA	ES	.....	.....	
Do	Senior Advisor	Marissa Hopkins	SC	GS	14	.....	
Do	.....do	Eric L. Dash	SC	GS	14	.....	
Do	Senior Speechwriter	Mark Francis Cohen	SC	GS	14	.....	
Do	Speechwriter	Jonathan Posen	SC	GS	12	.....	
Do	Spokesperson	Suzanne Michelle Elio	SC	GS	13	.....	
Do	.....do	John Lawrence Sullivan	SC	GS	13	.....	
Do	.....do	Kara S. Alaimo	SC	GS	13	.....	
Do	Special Assistant	Edward Lance Williams II	SC	GS	12	.....	
Do	Spokesperson	Matthew C. Anderson	SC	GS	12	.....	
Do	.....do	Sabrina Nadia Siddiqui	SC	GS	12	.....	
Do	Media Affairs Specialist	Charles Daniel Anderson ..	SC	GS	12	.....	
Do	.....do	Matthew Ira Weil	SC	GS	11	.....	
Do	Press Assistant	Stephanie Ma	SC	GS	7	.....	
	OFFICE OF THE ASSISTANT SECRETARY FOR ECONOMIC POLICY						
Do	Assistant Secretary	Janice C. Eberly	PAS	EX	IV	.....	
Do	Special Assistant	Lisa Ann Abraham	SC	GS	9	.....	
Do	Deputy Assistant Secretary for Macroeconomic Analysis.	Vacant	.....	ES	.....	.....	
Do	Director, Office of Macroeconomic Analysis	.....do	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for Microeconomic Analysis.	Alexander Michael Gelber	SC	GS	15	.....	
Do	Director, Office of Microeconomic Analysis	Vacant	.....	ES	.....	.....	
Do	Deputy Assistant Secretary for Policy Coordination.	Aaron Klein	NA	ES	.....	.....	
	OFFICE OF THE ASSISTANT SECRETARY FOR TAX POLICY						
Do	Assistant Secretary	Vacant	PAS	EX	IV	.....	
Do	Senior Advisor	Jason Levitis	SC	GS	15	.....	
Do	Deputy Assistant Secretary	Emily McMahon	NA	ES	.....	.....	
Do	Tax Legislative Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Tax Legislative Counsel	.....do	CA	ES	.....	.....	
Do	International Tax Counsel	.....do	CA	ES	.....	.....	
Do	Deputy International Tax Counsel	Vacant	.....	ES	.....	.....	
Do	Benefits Tax Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Benefits Tax Counsel	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for Tax Analysis	.....do	CA	ES	.....	.....	
Do	Director, Office of Tax Analysis	.....do	CA	ES	.....	.....	
Do	Director, Revenue Estimating	.....do	CA	ES	.....	.....	
Do	Director, Individual Taxation	.....do	CA	ES	.....	.....	
Do	Director, Receipts Forecasting	.....do	CA	ES	.....	.....	
Do	Director, Business and International Taxation.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Secretary for International Tax Affairs.	Manal S. Corwin	NA	ES	.....	.....	
Do	Senior Advisor to the Secretary and Deputy Assistant Secretary for Retirement and Health Policy.	J. Mark Iwry	NA	ES	.....	.....	
Do	Deputy Assistant Secretary for Tax, Trade, and Tariff Policy.	Career Incumbent	CA	ES	.....	.....	
	Alcohol and Tobacco Tax and Trade Bureau						
Do	Chief Counsel	Vacant	.....	ES	.....	.....	
	OFFICE OF THE ASSISTANT SECRETARY FOR MANAGEMENT						
Do	Assistant Secretary	.....do	PAS	EX	IV	.....	
Do	Chief Financial Officer	Daniel Mark Tangherlini ...	PAS	EX	IV	.....	

DEPARTMENT OF THE TREASURY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Senior Advisor	Kevin J. Donahue	SC	GS	15		
Do	Deputy Assistant Secretary for Management and Budget.	Nani A. Coloretti	NA	ES			
Do	Departmental Budget Director	Career Incumbent	CA	ES			
Do	Director, Strategic Planning and Performance Improvement.	do	CA	ES			
Do	Director, Office of Financial Management	Vacant		ES			
Do	Director, Office of Accounting and Internal Control.	Career Incumbent	CA	ES			
Do	Director, Office of Special Entity Accounting	do	CA	ES			
Do	Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer.	do	CA	ES			
Do	Principal Associate Chief Human Capital Officer for Civil Rights and Diversity.	do	CA	ES			
Do	Associate Chief Human Capital Officer for Human Capital Strategic Management.	do	CA	ES			
Do	Associate Chief Human Capital Officer for Human Capital Development and Performance/Chief Learning Officer.	Vacant		ES			
Do	Associate Chief Human Capital Officer for Human Capital Services.	Career Incumbent	CA	ES			
Do	Director, Office of District of Columbia Pensions.	do	CA	ES			
Do	Deputy Assistant Secretary and Chief Information Officer.	do	CA	ES			
Do	Associate Chief Information Officer for Architecture and Planning.	Vacant		ES			
Do	Associate Chief Information Officer for Infrastructure Operations.	Career Incumbent	CA	ES			
Do	Associate Chief Information Officer for Cyber Security.	do	CA	ES			
Do	Associate Chief Information Officer for Planning and Management.	Vacant		ES			
Do	Associate Chief Information Officer for Human Resources Connect.	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Privacy and Treasury Records.	do	CA	ES			
Do	Director, Departmental Offices Operations	Vacant		ES			
Do	Program Executive Officer, Homeland Security Presidential Directive 12 Operations.	Career Incumbent	CA	ES			
	TREASURER OF THE UNITED STATES						
Do	Treasurer of the United States	Rosa Gumataotao Rios	PAS	SL			
Do	Advanced Counterfeit Deterrence Program Director.	Career Incumbent	CA	ES			
	United States Mint						
Do	Director of the Mint	Vacant	PAS	SL		5 Years	
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Chief Counsel	do	CA	ES			
	Bureau of Engraving and Printing						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Associate Director (Corporate Planning)	do	CA	ES			
Do	Associate Director (Management)	do	CA	ES			
Do	Associate Director (Chief Financial Officer)	do	CA	ES			
Do	Associate Director (Chief Information Officer)	do	CA	ES			
Do	Associate Director (Product and Technology Development).	do	CA	ES			
Do	Associate Director (Eastern Currency Facility).	do	CA	ES			
Do	Associate Director (Western Currency Facility).	do	CA	ES			
Do	Chief Counsel, Bureau of Engraving and Printing.	do	CA	ES			
	INTERNAL REVENUE SERVICE						
Do	Commissioner of Internal Revenue	Douglas H. Shulman	PAS	EX	III	5 Years	11/12/12
Do	Chief Counsel, Internal Revenue Service	William J. Wilkins, Jr.	PAS	EX	V		
	INTERNAL REVENUE SERVICE OVERSIGHT BOARD						
Do	Member	Deborah L. Wince Smith	PAS	AD	$30,000	5 Years	09/14/10
Do	do	Vacant	PAS	AD	$30,000	5 Years	
Do	do	Robert Tobias	PAS	AD	$30,000	5 Years	09/14/10
Do	do	Paul Cherecwich	PAS	AD	$30,000	5 Years	09/14/09
Do	do	Raymond T. Wagner, Jr.	PAS	AD	$30,000	5 Years	09/14/09

DEPARTMENT OF THE TREASURY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Member	Vacant	PAS	AD	$30,000	5 Years	
Do	.....do	Earl Edwin Eck II	PAS	AD	$30,000	5 Years	09/14/13
	COMPTROLLER OF THE CURRENCY						
Do	Comptroller of the Currency	Thomas J. Curry	PAS	EX	IV	5 Years	04/01/17

DEPARTMENT OF THE TREASURY OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Eric M. Thorson	PAS	OT	$170,259	.....	
Do	Deputy Inspector General	Vacant	.....	ES	.....	.....	
Do	Senior Advisor to the Inspector General	Susan Marshall	TA	ES	.....	3 Years	10/24/13
Do	Special Inspector General for Small Business Lending Fund.	Career Incumbent	CA	ES	.....	.....	

DEPARTMENT OF THE TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	J. Russell George	PAS	OT	$170,259	.....	

DEPARTMENT OF THE TREASURY SPECIAL INSPECTOR GENERAL FOR THE TROUBLED ASSET RELIEF PROGRAM

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Special Inspector General	Christy Lynne Romero	PAS	OT	$170,259	.....	
Do	Deputy Special Inspector General	Career Incumbent	CA	ES	.....	.....	
Do	Chief of Staff	.....do	CA	ES	.....	.....	
Do	Senior Policy Advisor	Brian Joseph Sano	TA	ES	.....	3 Years	06/18/15

DEPARTMENT OF VETERANS AFFAIRS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY AND DEPUTY						
Washington, DC	Secretary	Eric K. Shinseki	PAS	EX	I		
Do	Deputy Secretary	W. S. Gould	PAS	EX	II		
Do	Chief of Staff	John R. Gingrich	NA	ES			
Do	Deputy Chief of Staff	Career Incumbent	CA	ES			
Do	Director, Center for Minority Veterans	Vacant		ES			
Do	Director, Center for Women Veterans	Irene Trowell-Harris	NA	ES			
Do	Senior Advisor to the Secretary	John J. Spinelli	NA	ES			
Do	Executive Secretary to the Department	Career Incumbent	CA	ES			
Do	Senior Advisor	Peter L. Levin	NA	ES			
Do	.....do	Vacant		ES			
Do	.....do	Lindsey Davis Stover	NA	ES			
Do	.....do	Mary Carstensen	NA	ES			
Do	.....do	Jonah J. Czerwinski	NA	ES			
Do	.....do	Gregory Kammerer	TA	ES			05/11/14
Do	Executive Director, Senior Executive Leader Development Program.	Career Incumbent	CA	ES			
Do	Special Assistant	Clare Hall Reed	SC	GS	13		
Do	.....do	Charlyn A. Isaac	SC	GS	11		
Do	Special Assistant to the Secretary	Drew M. Brookie	SC	GS	13		
Do	Director, Center for Faith Based Community Initiatives.	Evna T. Lavelle	SC	GS	15		
Do	Special Assistant to the Deputy Secretary	Joel Spangenberg	SC	GS	15		
Do	Special Assistant	Allen J. Gill	SC	GS	15		
Do	Special Assistant, White House Liaison	Michelle C. Dominguez	SC	GS	12		
	OFFICE OF ACQUISITIONS, LOGISTICS AND CONSTRUCTION						
Do	Executive Director	Career Incumbent	CA	ES			
Frederick, MD	Chancellor, VA Acquisition Academy	Vacant		ES			
	Office of Acquisition and Materiel Management						
Washington, DC	Associate Deputy Assistant Secretary Logistics and Supply Chain Management.	Career Incumbent	CA	ES			
	BOARD OF VETERANS' APPEALS						
Do	Chairman	Vacant	PAS	EX	IV		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Will A. Gunn	PAS	EX	IV		
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	Assistant General Counsel, Group I	.....do	CA	ES			
Do	Assistant General Counsel, Group II	.....do	CA	ES			
Do	Assistant General Counsel, Group III	.....do	CA	ES			
Do	Assistant General Counsel, Group IV	.....do	CA	ES			
Do	Assistant General Counsel, Group V	.....do	CA	ES			
Do	Assistant General Counsel, Group VI	.....do	CA	ES			
Do	Assistant General Counsel, Group VII	.....do	CA	ES			
Do	Associate General Counsel (Ethics)	.....do	CA	ES			
Do	Associate General Counsel	.....do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR MANAGEMENT						
Do	Assistant Secretary for Management	Vacant	PAS	EX	IV		
Do	Executive Director	Career Incumbent	CA	ES			
Do	Director, Office of Performance Management	.....do	CA	ES			
	Office of Budget						
Do	Deputy Assistant Secretary for Budget	.....do	CA	ES			
Do	Associate Deputy Assistant Secretary, Budget Operations.	.....do	CA	ES			
Do	Associate Deputy Assistant Secretary, Program Budgets.	.....do	CA	ES			
	Office of Finance						
Do	Deputy Assistant Secretary	.....do	CA	ES			
Do	Associate Deputy Assistant Secretary for Financial Policy.	.....do	CA	ES			
Do	Associate Deputy Assistant Secretary for Financial Process Improvement and Audit Readiness.	.....do	CA	ES			
	Office of Asset Enterprise Management						
Do	Director, Asset Enterprise Management	.....do	CA	ES			

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ASSISTANT SECRETARY FOR POLICY AND PLANNING						
Washington, DC	Assistant Secretary	Raul Perea-Henze	PAS	EX	IV		
Do	Director, National Center for Veterans Analysis and Statistics.	Career Incumbent	CA	ES			
Do	Executive Director of the VA/DoD Collaboration Service.	John P. Medve	TA	ES			11/18/12
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Data Governance and Analysis.	do	CA	ES			
Do	Executive Director	do	CA	ES			
	Office of Policy						
Do	Deputy Assistant Secretary	do	CA	ES			
Do	Director, Corporate Analysis and Evaluation	do	CA	ES			
Do	Executive Director	do	CA	ES			
Do	do	Vacant		ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR HUMAN RESOURCES AND ADMINISTRATION						
Do	Assistant Secretary	John U. Sepulveda	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Executive Director	Joseph A. Viani	TA	ES			09/11/13
	Office of Human Resources Management						
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Deputy Assistant Secretary for Labor-Management Relations.	do	CA	ES			
Do	Associate Deputy Assistant Secretary for Human Resources Management Operations.	do	CA	ES			
	Office of Diversity Management and Equal Employment Opportunity						
Do	Deputy Assistant Secretary	do	CA	ES			
	Office of Administration						
Do	Executive Director	do	CA	ES			
Do	Associate Deputy Assistant Secretary	do	CA	ES			
	Office of Resolution Management						
Do	Deputy Assistant Secretary	do	CA	ES			
Do	Associate Deputy Assistant Secretary	Vacant		ES			
	Office of Corporate Senior Executive Management						
Do	Deputy Assistant Secretary	Career Incumbent	CA	ES			
	VA Learning University						
Do	Dean	do	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR PUBLIC AND INTERGOVERNMENTAL AFFAIRS						
Do	Assistant Secretary	Vacant	PAS	EX	IV		
Do	Director, Homeless Veterans Program Office	Career Incumbent	CA	ES			
Do	Executive Director, Public and Intergovernmental Affairs.	do	CA	ES			
	Office of Public Affairs						
Do	Director	Nathan B. Naylor	NA	ES			
Do	Press Secretary	Joshua Taylor	SC	GS	14		
	Office of Intergovernmental Affairs						
Do	Director	John M. Garcia	NA	ES			
Do	Director, Office of Tribal Government Relations.	Career Incumbent	CA	ES			
	OFFICE OF THE ASSISTANT SECRETARY FOR CONGRESSIONAL AND LEGISLATIVE AFFAIRS						
Do	Assistant Secretary	Joan M. Mooney	PAS	EX	IV		
Do	Associate Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Director for Congressional Affairs	Vacant		ES			
Do	Special Assistant	Janko Mitric	SC	GS	14		
Do	do	Sean Thomas Foertsch	SC	GS	15		

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ASSISTANT SECRETARY FOR INFORMATION AND TECHNOLOGY						
Washington, DC	Assistant Secretary	Roger W. Baker	PAS	EX	IV		
Do	Principal Deputy Assistant Secretary	Career Incumbent	CA	ES			
Do	Assistant Deputy Chief Information Officer for Project Management.	do	CA	ES			
Vancouver, WA	Executive Director (Field Operations)	do	CA	ES			
New York, NY	Executive Director (Systems Engineering)	do	CA	ES			
Washington, DC	Deputy Chief Information Officer for Product Development.	do	CA	ES			
Do	Deputy Assistant Secretary for Information Security.	do	CA	ES			
Do	Associate Deputy Assistant Secretary for Policy, Privacy and Incident Management.	do	CA	ES			
Do	Deputy Chief Information Officer for Architecture, Strategy, and Design.	do	CA	ES			
Do	Deputy Director	do	CA	ES			
Do	Assistant Deputy Chief Information Officer for Enterprise Development Software Engineering.	do	CA	ES			
Do	Assistant Deputy Chief Information Officer for Enterprise Development Software Development.	do	CA	ES			
Do	Executive Director (Acquisition Strategy and Business Relationships).	do	CA	ES			
Do	Program Manager, Customer Advocate for Corporate.	do	CA	ES			
Do	Executive Director (Enterprise Risk Management).	do	CA	ES			
Do	Assistant Deputy Chief Information Officer for Product Management.	do	CA	ES			
Do	Senior Advisor, VA Innovation Initiative (VAI2).	Michael D. O'Neill	TA	ES			04/04/14
Do	Interim Deputy Assistant Secretary Information Security.	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer	Vacant		ES			
Do	Program Management Officer	Susan A. Perez	TA	ES			02/11/14
	OFFICE OF THE ASSISTANT SECRETARY FOR OPERATIONS, SECURITY AND PREPAREDNESS						
Do	Assistant Secretary	Jose D. Riojas	PAS	EX	IV		
Do	Director, Office of Personnel Security and Identity Management.	Career Incumbent	CA	ES			
	NATIONAL CEMETERY ADMINISTRATION						
Do	Under Secretary for Memorial Affairs	Steve Louis Muro	PAS	EX	III		
Do	Director, Field Programs Service	Career Incumbent	CA	ES			
Do	Deputy Under Secretary for Memorial Affairs	Vacant		ES			
Do	Associate Director, Office of Field Programs	Career Incumbent	CA	ES			
Do	Associate Deputy Under Secretary for Management.	do	CA	ES			
Do	Director, Memorial Program Service	do	CA	ES			
Philadelphia, PA	Memorial Service Network Director	do	CA	ES			
Decatur, GA	do	do	CA	ES			
Indianapolis, IN	do	do	CA	ES			
Lakewood, CO	do	do	CA	ES			
Oakland, CA	do	do	CA	ES			
	VETERANS BENEFITS ADMINISTRATION						
Washington, DC	Under Secretary for Benefits	Allison Hickey	PAS	EX	III		
Do	Deputy Under Secretary for Benefits	Career Incumbent	CA	ES			
Do	Deputy Under Secretary for Disability Assistance.	do	CA	ES			
Do	Deputy Under Secretary for Economic Opportunity.	do	CA	ES			
Do	Director, Compensation and Pension Service	do	CA	ES			
Do	Director, Loan Guaranty Service	do	CA	ES			
Do	Director, Vocational Rehabilitation and Employment.	do	CA	ES			
Do	Director, Education Service	do	CA	ES			
Do	Chief of Staff	do	CA	ES			
Do	Director, Employee Development and Training.	do	CA	ES			

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate Deputy Under Secretary for Field Operations.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Management	.....do	CA	ES	.....	.....	
Do	Director, Office of Performance Analysis and Integrity.	.....do	CA	ES	.....	.....	
Do	Director, Office of Facilities, Access and Administration.	Vacant	.....	ES	.....	.....	
Do	Director, Benefits Assistance Service	Career Incumbent	CA	ES	.....	.....	
Do	Director, Veterans Benefits Management System Program Management Office.	.....do	CA	ES	.....	.....	
Do	Director, Office of Veterans Relationship Management Program Office.	.....do	CA	ES	.....	.....	
Do	Director, Office of Strategic Planning	.....do	CA	ES	.....	.....	
Do	Director, Pension and Fiduciary Service	.....do	CA	ES	.....	.....	
Philadelphia, PA	Director, Insurance Service	.....do	CA	ES	.....	.....	
Washington, DC	Director, VBA/DoD Programs	.....do	CA	ES	.....	.....	
	Area Directors						
Muskogee, OK	Area Director - Central	.....do	CA	ES	.....	.....	
Nashville, TN	Area Director - South	.....do	CA	ES	.....	.....	
Phoenix, AZ	Area Director - West	.....do	CA	ES	.....	.....	
Detroit, MI	Area Director - East	.....do	CA	ES	.....	.....	
	Regional Office Directors						
Boston, MA	Director, Regional Office	.....do	CA	ES	.....	.....	
New York, NY	.....do	.....do	CA	ES	.....	.....	
Atlanta, GA	.....do	.....do	CA	ES	.....	.....	
St. Petersburg, FL	.....do	.....do	CA	ES	.....	.....	
Winston Salem, NC	.....do	.....do	CA	ES	.....	.....	
Cleveland, OH	.....do	.....do	CA	ES	.....	.....	
Chicago, IL	.....do	.....do	CA	ES	.....	.....	
Detroit, MI	.....do	.....do	CA	ES	.....	.....	
Oakland, CA	.....do	.....do	CA	ES	.....	.....	
Los Angeles, CA	.....do	.....do	CA	ES	.....	.....	
Waco, TX	.....do	.....do	CA	ES	.....	.....	
Houston, TX	.....do	.....do	CA	ES	.....	.....	
Philadelphia, PA	.....do	.....do	CA	ES	.....	.....	
St. Paul, MN	.....do	.....do	CA	ES	.....	.....	
St. Louis, MO	.....do	.....do	CA	ES	.....	.....	
Seattle, WA	.....do	.....do	CA	ES	.....	.....	
Lakewood, CO	.....do	.....do	CA	ES	.....	.....	
Montgomery, AL	.....do	.....do	CA	ES	.....	.....	
Roanoke, VA	.....do	.....do	CA	ES	.....	.....	
Nashville, TN	.....do	Vacant	.....	ES	.....	.....	
Indianapolis, IN	.....do	Career Incumbent	CA	ES	.....	.....	
New Orleans, LA ...	.....do	.....do	CA	ES	.....	.....	
Muskogee, OK	.....do	.....do	CA	ES	.....	.....	
Buffalo, NY	.....do	.....do	CA	ES	.....	.....	
Phoenix, AZ	.....do	.....do	CA	ES	.....	.....	
Milwaukee, WI	.....do	.....do	CA	ES	.....	.....	
Pittsburgh, PA	.....do	.....do	CA	ES	.....	.....	
Columbia, SC	.....do	Career Incumbent	CA	ES	.....	.....	
Louisville, KY	.....do	.....do	CA	ES	.....	.....	
Little Rock, AR	.....do	Vacant	.....	ES	.....	.....	
San Juan, Puerto Rico.	.....do	Career Incumbent	CA	ES	.....	.....	
Portland, OR	.....do	.....do	CA	ES	.....	.....	
Baltimore, MD	.....do	.....do	CA	ES	.....	.....	
Jackson, MS	.....do	.....do	CA	ES	.....	.....	
San Diego, CA	.....do	.....do	CA	ES	.....	.....	
Lincoln, NE	.....do	.....do	CA	ES	.....	.....	
Salt Lake City, UT	.....do	.....do	CA	ES	.....	.....	
Manila, Philippines	Director, Regional Office and Outpatient Clinic.	Vacant	.....	ES	.....	.....	
	VETERANS HEALTH ADMINISTRATION						
Washington, DC	Under Secretary for Health	Robert A. Petzel, M.D.	PAS	EX	III	.....	
Do	Deputy Under Secretary for Health for Operations and Management.	William C. Schoenhard	NA	ES	.....	.....	
Do	Assistant Deputy Under Secretary for Health for Operations and Management.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Deputy Under Secretary for Health for Organizational Integration.	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Under Secretary for Health for Policy and Planning.	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Under Secretary of Health for Workforce Services.	.....do	CA	ES	.....	.....	

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Assistant Deputy Under Secretary for Health for Informatics and Analytics.	Career Incumbent	CA	ES	.....	.....	
Do	Chief Workforce Management and Consulting Officer.	Vacant	.....	ES	.....	.....	
Do	Chief of Staff	Career Incumbent	CA	ES	.....	.....	
Do	Director, Policy, Analysis, and Forecasting	Career Incumbent	CA	ES	.....	.....	
Do	Chief Information Officer	.....do	CA	ES	.....	.....	
Do	Associate Chief Financial Officer for Resource Management.	.....do	CA	ES	.....	.....	
Do	Chief Communication Officer	.....do	CA	ES	.....	.....	
Do	Director, Readjustment Counseling Service	.....do	CA	ES	.....	.....	
Do	Director, Strategic Planning and Analysis	.....do	CA	ES	.....	.....	
Do	Chief Business Officer	.....do	CA	ES	.....	.....	
Denver, CO	Deputy Chief Business Officer for Revenue Operations.	.....do	CA	ES	.....	.....	
Washington, DC	Director, Network Support (Central)	.....do	CA	ES	.....	.....	
Do	Deputy Chief Business Officer for Purchased Care.	Vacant	.....	ES	.....	.....	
Topeka, KS	Deputy Chief Business Officer for Member Services.	Career Incumbent	CA	ES	.....	.....	
Washington, DC	Deputy Chief Officer, Workforce Management and Consulting Office.	.....do	CA	ES	.....	.....	
Ann Arbor, MI	Health Systems Administrator (Director, Organizational Health Initiative).	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Chief of Staff	.....do	CA	ES	.....	.....	
Vallejo, CA	Director of Special Projects, National Center for Organizational Development.	.....do	CA	ES	.....	.....	
Washington, DC	Deputy Chief Learning Officer	Vacant	.....	ES	.....	.....	
Do	Director, Office of Rural Health	Career Incumbent	CA	ES	.....	.....	
Do	Chief Learning Officer	Vacant	.....	ES	.....	.....	
Do	Special Assistant	Career Incumbent	CA	ES	.....	.....	
Do	Executive Director, Consolidated Patient Account Centers.	.....do	CA	ES	.....	.....	
Pittsburgh, PA	Director, Service Area Office	.....do	CA	ES	.....	.....	
Cincinnati, OH	Director, National Center for Organizational Development.	.....do	CA	ES	.....	.....	
Washington, DC	Project Executive	.....do	CA	ES	.....	.....	
	Medical Center Directors						
Albany, NY	Director, Veterans Affairs Medical Center	.....do	CA	ES	.....	.....	
Albuquerque, NM ..	Director, New Mexico Veterans Affairs Healthcare System.	.....do	CA	ES	.....	.....	
Alexandria, LA	Director, Veterans Affairs Medical Center	.....do	CA	ES	.....	.....	
Altoona, PA	.....do	.....do	CA	ES	.....	.....	
Amarillo, TX	Director, Amarillo Veterans Affairs Health Care System.	.....do	CA	ES	.....	.....	
Ann Arbor, MI	Director, Veterans Affairs Medical Center	.....do	CA	ES	.....	.....	
Asheville, NC	.....do	.....do	CA	ES	.....	.....	
Atlanta, GA	.....do	.....do	CA	ES	.....	.....	
Augusta, GA	.....do	Vacant	.....	ES	.....	.....	
Bath, NY	.....do	Career Incumbent	CA	ES	.....	.....	
Battle Creek, MI ...	.....do	Vacant	.....	ES	.....	.....	
Bay Pines, FL	.....do	Career Incumbent	CA	ES	.....	.....	
Beckley, WV	.....do	.....do	CA	ES	.....	.....	
Bedford, MA	.....do	Vacant	.....	ES	.....	.....	
Big Spring, TX	Director, West Texas Veterans Affairs Healthcare System.	Career Incumbent	CA	ES	.....	.....	
Biloxi, MS	Director, Veterans Affairs Medical Center	Vacant	.....	ES	.....	.....	
Birmingham, AL	.....do	.....do	.....	ES	.....	.....	
Boise, ID	.....do	Career Incumbent	CA	ES	.....	.....	
Boston, MA	Director, Veterans Affairs Boston Healthcare System.	.....do	CA	ES	.....	.....	
New York -Bronx, NY.	Director, Veterans Affairs Medical Center	.....do	CA	ES	.....	.....	
New York, NY	Director, Veterans Affairs New York Harbor Health Care System.	.....do	CA	ES	.....	.....	
Orlando, FL	Director, Veterans Affairs East Central Florida Healthcare System.	.....do	CA	ES	.....	.....	
Buffalo, NY	Director, Veterans Affairs Western New York Healthcare System.	.....do	CA	ES	.....	.....	
Butler, PA	Director, Veterans Affairs Medical Center	.....do	CA	ES	.....	.....	
Canandaigua, NY ..	.....do	.....do	CA	ES	.....	.....	
Charleston, SC	.....do	.....do	CA	ES	.....	.....	
Cheyenne, WY	Director, Veterans Affairs Medical and Regional Office Center.	.....do	CA	ES	.....	.....	
Dallas, TX	Health System Administrator	.....do	CA	ES	.....	.....	

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Chicago, IL	Director, Veterans Affairs Chicago Health Care System.	Career Incumbent	CA	ES			
Chillicothe, OH	Director, Veterans Affairs Medical Center	do	CA	ES			
Cincinnati, OH	do	do	CA	ES			
Clarksburg, WV	do	do	CA	ES			
Cleveland, OH	do	do	CA	ES			
Columbia, MO	do	do	CA	ES			
Columbia, SC	do	do	CA	ES			
Dallas, TX	Director, Veterans Affairs North Texas Health Care System.	do	CA	ES			
Dayton, OH	Director, Veterans Affairs Medical Center	do	CA	ES			
Des Moines, IA	Director, Veterans Affairs Central Iowa Healthcare System.	do	CA	ES			
Dublin, GA	Director, Veterans Affairs Medical Center	do	CA	ES			
Durham, NC	do	do	CA	ES			
East Orange, NJ	do	do	CA	ES			
El Paso, TX	Director, El Paso Veterans Affairs Health Care System.	Vacant		ES			
Fargo, ND	Director, Veterans Affairs Medical and Regional Office Center.	Career Incumbent	CA	ES			
St. Cloud, MN	Director, Veterans Affairs Medical Center	do	CA	ES			
Fayetteville, NC	do	do	CA	ES			
Fort Harrison, MT	Director, Veterans Affairs Medical and Regional Office Center.	do	CA	ES			
Fort Meade, SD	Director, Veterans Affairs Black Hills Health Care System.	do	CA	ES			
Fresno, CA	Director, Veterans Affairs Central California Health Care System.	Vacant		ES			
Grand Junction, CO.	Director, Veterans Affairs Medical Center	Career Incumbent	CA	ES			
Hampton, VA	do	Vacant		ES			
Hines, IL	do	Career Incumbent	CA	ES			
Houston, TX	do	do	CA	ES			
Huntington, WV	do	do	CA	ES			
Indianapolis, IN	do	do	CA	ES			
Iowa City, IA	do	do	CA	ES			
Iron Mountain, MI	do	do	CA	ES			
Jackson, MS	do	do	CA	ES			
Kansas City, MO	do	do	CA	ES			
Gainesville, FL	Director, Veterans Affairs North Florida/South Georgia Healthcare System.	do	CA	ES			
Las Vegas, NV	Director, Veterans Affairs Southern Nevada Health Care System.	do	CA	ES			
Lebanon, PA	Director, Veterans Affairs Medical Center	do	CA	ES			
Lexington, KY	do	do	CA	ES			
Little Rock, AR	Director, Veterans Affairs Central Arkansas Veterans Healthcare System.	do	CA	ES			
Loma Linda, CA	Director, Veterans Affairs Medical Center	do	CA	ES			
Long Beach, CA	Director, Veterans Affairs Long Beach Healthcare System.	do	CA	ES			
Louisville, KY	Director, Veterans Affairs Medical Center	do	CA	ES			
Marion, IL	do	do	CA	ES			
Fort Wayne, IN	Director, Veterans Affairs Northern Indiana Healthcare System.	do	CA	ES			
Martinsburg, WV	Director, Veterans Affairs Medical Center	do	CA	ES			
Memphis, TN	do	do	CA	ES			
Miami, FL	do	do	CA	ES			
Montrose, NY	Director, Veterans Affairs Hudson Valley Health Care System.	do	CA	ES			
Johnson City, TN	Director, Veterans Affairs Medical Center	do	CA	ES			
Nashville, TN	Director, Veterans Affairs Tennessee Valley Healthcare System.	do	CA	ES			
Muskogee, OK	Director, Veterans Affairs Medical Center	do	CA	ES			
New Orleans, LA	do	do	CA	ES			
North Chicago, IL	do	do	CA	ES			
Coatesville, PA	do	do	CA	ES			
Northport, NY	do	do	CA	ES			
Omaha, NE	Director, Veterans Affairs Nebraska/Western Iowa Health Care System.	do	CA	ES			
Palo Alto, CA	Director, Veterans Affairs Palo Alto Health Care System.	do	CA	ES			
Philadelphia, PA	Director, Veterans Affairs Medical Center	do	CA	ES			
Pittsburgh, PA	Director, Veterans Affairs Pittsburgh Health Care System.	do	CA	ES			
Poplar Bluff, MO	Director, Veterans Affairs Medical Center	do	CA	ES			
Portland, OR	do	do	CA	ES			

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Prescott, AZ	Director, Northern Arizona Veterans Affairs Health Care System.	Career Incumbent	CA	ES			
Providence, RI	Director, Veterans Affairs Medical Center	do	CA	ES			
Richmond, VA	do	do	CA	ES			
Roseburg, OR	do	do	CA	ES			
Saginaw, MI	do	do	CA	ES			
Salisbury, NC	do	Vacant		ES			
Salt Lake City, UT	do	Career Incumbent	CA	ES			
San Antonio, TX	do	do	CA	ES			
Chicago, IL	Director, Veterans Affairs Illiana Health Care System.	do	CA	ES			
San Juan, Puerto Rico.	Director, Veterans Affairs Medical Center	do	CA	ES			
Seattle, WA	do	do	CA	ES			
Los Angeles, CA	Director, Veterans Affairs Greater Los Angeles Health Care System.	do	CA	ES			
Sheridan, WY	Director, Veterans Affairs Medical Center	do	CA	ES			
Shreveport, LA	do	do	CA	ES			
Sioux Falls, SD	do	do	CA	ES			
Spokane, WA	do	do	CA	ES			
St. Louis, MO	do	do	CA	ES			
Syracuse, NY	do	do	CA	ES			
Temple, TX	Director, Veterans Affairs Central Texas Health Care System.	do	CA	ES			
Togus, ME	Director, Veterans Affairs Medical and Regional Office Center.	Vacant		ES			
Tomah, WI	Director, Veterans Affairs Medical Center	Career Incumbent	CA	ES			
Topeka, KS	Director, Veterans Affairs Eastern Kansas Health Care System.	Vacant		ES			
Tucson, AZ	Director, Veterans Affairs Medical Center	Career Incumbent	CA	ES			
Tuscaloosa, AL	do	do	CA	ES			
Walla Walla, WA	do	do	CA	ES			
Washington, DC	do	do	CA	ES			
West Haven, CT	Director, Veterans Affairs Connecticut Healthcare System.	do	CA	ES			
White City, OR	Director, Veterans Affairs Medical Center	Vacant		ES			
White River Junction, VT.	Director, Veterans Affairs Medical and Regional Office Center.	do		ES			
Wichita, KS	do	do		ES			
Wilkes-Barre, PA	Director, Veterans Affairs Medical Center	Career Incumbent	CA	ES			
Wilmington, DE	do	Vacant		ES			
Milwaukee, WI	do	Career Incumbent	CA	ES			
Northampton, MA	do	do	CA	ES			
Tampa, FL	do	do	CA	ES			
Madison, WI	do	do	CA	ES			
Baltimore, MD	do	do	CA	ES			
Phoenix, AZ	do	do	CA	ES			
San Diego, CA	do	do	CA	ES			
Oklahoma City, OK	do	Vacant		ES			
Tuskegee, AL	Director, Central Alabama Healthcare System.	do		ES			
San Francisco, CA	Director, Veterans Affairs Medical Center	Career Incumbent	CA	ES			
West Palm Beach, FL.	do	do	CA	ES			
Anchorage, AK	Director, Veterans Affairs Operations Clinic and Regional Office.	do	CA	ES			
Denver, CO	Director, Veterans Affairs Eastern Colorado Health Care System.	do	CA	ES			
	Veterans Integrated Service Network Directors						
Albany, NY	Director, Veterans Integrated Service Network.	do	CA	ES			
New York -Bronx, NY.	do	do	CA	ES			
Pittsburgh, PA	do	do	CA	ES			
Linthicum Heights, MD.	do	do	CA	ES			
Denver, CO	do	do	CA	ES			
Durham, NC	do	do	CA	ES			
Atlanta, GA	do	Vacant		ES			
Bay Pines, FL	do	Career Incumbent	CA	ES			
Nashville, TN	do	do	CA	ES			
Cincinnati, OH	do	do	CA	ES			
Ann Arbor, MI	do	do	CA	ES			
Kansas City, MO	do	Vacant		ES			
Jackson, MS	do	Career Incumbent	CA	ES			

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Dallas, TX	Director, Veterans Integrated Service Network.	Career Incumbent	CA	ES			
Phoenix, AZ	do	do	CA	ES			
Portland, OR	do	Vacant		ES			
San Francisco, CA	do	Career Incumbent	CA	ES			
Long Beach, CA	do	do	CA	ES			
Minneapolis, MN	do	Career Incumbent	CA	ES			
Do	Chief Operations Officer	Vacant		ES			
Washington, DC	Deputy Network Director	Career Incumbent	CA	ES			
	Title 38 Positions						
Do	Associate Deputy Chief Medical Director	Vacant	XS	OT			
Hampton, VA	Director, Chaplain Service	do	XS	OT			
Washington, DC	National Director, Nutrition and Food Service	Ellen M. Bosley	XS	OT	$148,773		
Do	Chief Nursing Officer	Catherine J. Rick	XS	OT	$179,700		
Do	Chief Consultant, Pharmacy Benefits Management Services.	Michael A. Valentino	XS	OT	$198,360		
Linthicum Heights, MD.	Chief Medical Officer	Archna N. Sharma, M.D.	XS	OT	$230,834		
Washington, DC	Assistant Under Secretary for Health for Dentistry.	Timothy O. Ward	XS	OT	$216,099		
Ann Arbor, MI	Chief Patient Safety Officer	James P. Bagian, M.D.	XS	OT	$242,326		
Pittsburgh, PA	Chief Medical Officer	David S. MacPherson, M.D..	XS	OT	$211,099		
Washington, DC	Deputy Director, Clinical Science Research and Development Service.	Cheryl J. Oros	XS	OT	$152,265		
Ann Arbor, MI	National Program Director, Nuclear Medicine and Radiation Safety Service.	Milton D. Gross, M.D.	XS	OT	$226,596		
Washington, DC	Deputy Chief Research and Development Officer.	Holly Birdsall	XS	OT	$258,294		
Do	National Director, Anesthesia Services	Sam T. Sum-Ping	XS	OT	$334,929		
Seattle, WA	Chief Consultant, Spinal Cord Injury and Disorders.	Margaret C. Hammond, M.D..	XS	OT	$238,127		
Washington, DC	Director for Internal and External Collaborations.	Alexander E.K. Ommaya	XS	OT	$158,500		
Do	Chief Consultant, Women Veterans Health Strategic Health Care Group.	Patricia M. Hayes	XS	OT	$149,989		
New Orleans, LA	Director, Healthcare Retention and Recruitment Office.	Marisa W. Palkuti	XS	OT	$139,285		
Cincinnati, OH	Supervisory Psychologist	Vacant	XS	OT			
Detroit, MI	Director, Veterans Affairs Medical Center	Pamela J. Reeves	XS	OT	$217,836		
Columbus, OH	Director, Outpatient Clinic	Lilian M. Thome	XS	OT	$215,200		
Reno, NV	Director, Veterans Affairs Sierra Nevada Healthcare System.	Kurt W. Schlegelmilch	XS	OT	$226,487		
Honolulu, HI	Director, Veterans Affairs Pacific Islands Healthcare System.	James E. Hastings, M.D.	XS	OT	$230,000		
Sacramento, CA	Health System Administrator	Brian J. O'Neill, M.D.	XS	OT	$230,000		
Boston, MA	Director, Veterans Integrated Service Network.	Michael F. May-Smith, M.D..	XS	OT	$228,215		
Hines, IL	do	Jeffrey A. Murawsky, M.D.	XS	OT	$232,000		
Washington, DC	Director, Emergency Management	Vacant	XS	OT			
Do	Chief Consultant, Rehabilitation Services	Lucille B. Beck	XS	OT	$158,500		
Do	Deputy Chief Academics Officer	Karen Sanders	XS	OT	$230,839		
Do	Chief Consultant	Antonette M. Zeiss	XS	OT	$154,698		
Do	Chief Consultant, Geriatrics and Extended Care Services.	James Burris	XS	OT	$234,397		
Do	Deputy to the Assistant Deputy Under Secretary for Health, Clinical Operations.	Vacant	XS	OT			
Do	Chief Public Health and Environmental Hazards Officer.	Victoria Davey	XS	OT	$163,411		
Fayetteville, AR	Director, Veterans Affairs Medical Center	Mark Enderle	XS	OT	$239,700		
Kansas City, MO	Director, Veterans Integrated Service Network.	William Patterson	XS	OT	$239,390		
Washington, DC	Deputy Chief Consultant, Mental Health Strategic Healthcare Group.	Vacant	XS	OT			
Do	Deputy Chief Officer, Office of Research Oversight.	Min-Fu Tsan, M.D.	XS	OT	$225,000		
Do	Senior Health Policy Program Director	Sherrie L. Hans	XS	OT	$144,266		
Bay Pines, FL	Senior Advisor on Legislative and Congressional Affairs.	Thomas G. Bowman	XS	OT	$165,300		
Washington, DC	Associate Chief Patient Care Services Officer	Vacant	XS	OT			
Do	Chief Consultant for Care Coordination	Adam W. Darkins	XS	OT	$158,500		
Do	Director, HIV and HCV Prevention Service	Kim W. Hamlett-Berry	XS	OT	$148,773		
Do	Chief Consultant, Rehabilitation Strategic Healthcare Group, Audiology and Speech Pathology Service.	Vacant	XS	OT			

DEPARTMENT OF VETERANS AFFAIRS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Environmental Agents Service	Mark A. Brown	XS	OT	$144,266	.....	
Do	Director, Clinical/Quality Liaison	Vacant	XS	OT	.....	.....	
Martinsburg, WV ...	Chief Consultant, Emergency Management Strategic Healthcare.	Daniel Bochicchio	XS	OT	$235,000	.....	
Washington, DC	Associate Clinical/Quality Liaison	Mary T. Roseborough	XS	OT	$158,500	.....	
Do	Director, Environmental Epidemiology Service.	Han K. Kang	XS	OT	$158,500	.....	
Boston, MA	Epidemiology Program Director, Quality and Performance Office.	Steven M. Wright	XS	OT	$150,767	.....	
Kansas City, MO ...	Assistant Deputy Under Secretary for Health for Quality and Safety.	Peter L. Almenoff	XS	OT	$228,088	.....	
Washington, DC	Deputy Clinical Prosthetics Officer	Billie Jane Randolph	XS	OT	$159,665	.....	
Do	Chief Consultant for Human Resources	Elias Hernandez	XS	OT	$154,285	.....	
Do	Director, Human Resources and Staffing Services.	Makki Mohamad	XS	OT	$149,590	.....	
Do	Director, Enterprise Systems Management	Susan Lloyd	XS	OT	$165,300	.....	
Do	Director, Healthcare Talent Management Office.	Diane L. Rogers	XS	OT	$137,620	.....	
Do	Transformation Initiative Lead, Health Care Efficiency.	Susan Kane	XS	OT	$125,000	.....	
Hines, IL	Chief Medical Officer	Joan McInerney	XS	OT	$225,000	.....	
Washington, DC	Director, Rehabilitation Research and Development.	Michael E. Selzer, M.D.	XS	OT	$217,288	.....	
Houston, TX	National Director, Radiation Oncology Program.	P. G. Shankar Giri, M.D. ...	XS	OT	$320,000	.....	
Washington, DC	Chief Consultant, Medical and Surgical Service.	Robert L. Jesse	XS	OT	$277,820	.....	
Do	Director, Biomedical Laboratory Research and Clinical Science Research and Development Service.	Timothy J. O'Leary	XS	OT	$223,491	.....	
Ann Arbor, MI	Clinical Management Officer	Alan J. Pawlow, M.D.	XS	OT	$226,342	.....	
Bedford, MA	Chief Medical Officer	Fuller F. George	XS	OT	.....	.....	
Washington, DC	Director, Health Data and Information	Marcia Insley	XS	OT	$154,828	.....	
Do	Deputy Director, VA/DoD Vision Center of Excellence.	Mary Lawrence	XS	OT	$228,000	.....	
Do	Chief Officer, Office of Quality and Performance.	Joseph Francis, M.D.	XS	OT	$230,000	.....	
Do	Chief Officer, Office of Research Oversight	John T. Puglisi	XS	OT	$165,300	.....	
Silver Spring, MD	Director, Veterans Affairs/Department of Defense Health Information Sharing Service.	William C. Freeman	XS	OT	$159,665	.....	
Washington, DC	Deputy Chief Learning Officer for Business Operations.	Sheree Cramer	XS	OT	$159,665	.....	
Do	Director, Organizational Integrity and Information Synchronization.	Caitlin A. O'Brien	XS	OT	$179,700	.....	
Do	Deputy Chief, Patient Care Service Office	Gerald A. Cross, M.D.	XS	OT	$288,394	.....	
Durham, NC	Chief Diagnostics Services/National Director, Radiology Services.	Charles M. Anderson	XS	OT	$317,717	.....	
Washington, DC	Assistant Deputy Under Secretary for Health for Policy and Services.	Stanlie M. Daniels	XS	OT	$173,600	.....	
Do	Deputy Chief Officer, Office of Public Health	Richard A. Kaslow	XS	OT	$245,000	.....	
Do	Director, Health Services Research and Development Service.	Seth A. Eisen	XS	OT	$231,036	.....	
Do	Associate Chief Officer for Assistant Deputy Under Secretary for Health Operations.	Terry A. Ross	XS	OT	$149,989	.....	
Ann Arbor, MI	Deputy Chief Patient Safety Officer	Robin R. Hemphill, M.D. ...	XS	OT	$227,500	.....	
Washington, DC	Chief Medical Officer, Veterans Integrated Services Network.	Michael H. Bonner, M.D. ...	XS	OT	$200,000	.....	
Do	Deputy Chief Officer, Office of Legislative, Regulatory, and Intergovernmental Affairs.	Karen T. Malebranche	XS	OT	$165,300	.....	
Do	Assistant Under Secretary for Health for Dentistry.	Patricia E. Arola	XS	OT	$218,085	.....	
Do	Assistant Deputy Chief, Patient Care Services.	Sonja Batten	XS	OT	$149,989	.....	
Fort Howard, MD ..	Director, Optometry Service	John C. Townsend	XS	AD	$165,300	.....	
Cleveland, OH	Director, Podiatry Service	Jeffrey M. Robbins	XS	AD	$160,829	.....	
Cheyenne, WY	Director, Regional Office Medical Center	David M. Kilpatrick, M.D.	XS	AD	$210,618	.....	
Manchester, NH	Director, Veterans Affairs Medical Center	Marc F. Levenson, M.D.	XS	AD	$208,215	.....	
Erie, PA	.....do	Michael D. Adelman	XS	OT	$210,000	.....	

DEPARTMENT OF VETERANS AFFAIRS OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	IMMEDIATE OFFICE OF THE INSPECTOR GENERAL						
Washington, DC	Inspector General	George Joseph Opfer	PAS	OT	$170,259	.....	

INDEPENDENT AGENCIES AND GOVERNMENT CORPORATIONS

ADMINISTRATIVE CONFERENCE OF THE UNITED STATES

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Paul Verkuil	PAS	EX	II	.....	
Do	Member	Preeta D. Bansal	PA	WC	.....	.....	
Do	.....do	Ronald A. Cass	PA	WC	.....	.....	
Do	.....do	Mariano-Florentino Cuellar	PA	WC	.....	.....	
Do	.....do	Theodore B. Olson	PA	WC	.....	.....	
Do	.....do	Jane C. Sherburne	PA	WC	.....	.....	
Do	Executive Director	Career Incumbent	CA	ES	.....	.....	
Do	General Counsel	.....do	CA	ES	.....	.....	
Do	Research Director	.....do	CA	ES	.....	.....	

ADVISORY COUNCIL ON HISTORIC PRESERVATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Sacramento, CA	Council Member (Chairman)	Milford Wayne Donaldson	PA	OT	$100	4 Years	06/10/13
Newark, NJ	Council Member (Vice Chairman)	Clement A. Price	PA	OT	$100	3 Years	06/10/13
Seattle, WA	Council Member (Expert)	Horace H. Foxall, Jr.	PA	OT	$100	4 Years	06/10/14
Chicago, IL	.....do	Theresa M. Guen-Murray ..	PA	OT	$100	4 Years	06/10/15
Arlington, VA	.....do	Dorothy T. Lippert	PA	OT	$100	4 Years	06/10/15
Seattle, WA	.....do	John G. Williams III	PA	OT	$100	4 Years	06/10/12
Charleston, WV	Council Member (General Public)	Mark A. Sadd	PA	OT	$100	4 Years	06/10/12
Evanston, IL	.....do	Bradford J. White	PA	OT	$100	4 Years	06/10/14
Washington, DC	Council Member (Governor)	Vacant	PA	OT	$100	4 Years	
Columbus, OH	Council Member (Mayor)	Michael B. Coleman	PA	OT	$100	4 Years	06/10/13
Quapaw, OK	Council Member (Native American/Native Hawaiian).	John L. Berrey	PA	OT	$100	4 Years	06/10/12

AFRICAN DEVELOPMENT FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	President and Chief Executive Officer	Rodney James MacAlister	XS	AD	.....	.....	

AMERICAN BATTLE MONUMENTS COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Commissioner, Chairman	Merrill A. McPeak	PA	WC	.....	.....	
Do	Commissioner	Cynthia F. Campbell	PA	WC	.....	.....	
Do	.....do	Barbaralee Diamonstein-Spielvogel.	PA	WC	.....	.....	
Do	.....do	Darrell L. Dorgan	PA	WC	.....	.....	
Do	.....do	John L. Estrada	PA	WC	.....	.....	
Do	.....do	Evelyn P. Foote	PA	WC	.....	.....	
Do	.....do	Rolland E. Kidder	PA	WC	.....	.....	
Do	.....do	Richard L. Klass	PA	WC	.....	.....	
Do	.....do	Nstance A. Morella	PA	WC	.....	.....	
Do	.....do	Ike N. Skelton	PA	WC	.....	.....	
Do	.....do	Maura C. Sullivan	PA	WC	.....	.....	
Do	Secretary	Joseph Maxwell Cleland	PA	AD	$165,300	.....	

APPALACHIAN REGIONAL COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Federal Co-Chairman	Earl Gohl	PAS	EX	III	.....	
Do	Alternate Federal Co-Chairman	Vacant	PAS	EX	V	.....	

ARCHITECTURAL AND TRANSPORTATION BARRIERS COMPLIANCE BOARD (UNITED STATES ACCESS BOARD)

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Member	Regina Blye	PA	AD	.....	.....	12/03/14
Do	.....do	John G. Box	PA	AD	.....	.....	12/03/10
Do	.....do	Karen Louise Braitmayer ..	PA	AD	.....	.....	12/03/13
Do	.....do	Phillip Demal Jenkins	PA	AD	.....	.....	12/03/12
Do	.....do	Christopher S. Hart	PA	AD	.....	.....	12/03/14
Do	.....do	Mathew Ronie McCollough	PA	AD	.....	.....	12/03/14
Do	.....do	Melick K. Neil	PA	AD	.....	.....	12/03/11
Do	.....do	Howard A. Rosenblum	PA	AD	.....	.....	12/03/13
Do	.....do	Deborah A. Ryan	PA	AD	.....	.....	12/03/13
Do	.....do	Nancy Ann Starnes	PA	AD	.....	.....	12/03/12
Do	.....do	Gary L. Talbot	PA	AD	.....	.....	12/03/11
Do	.....do	Hans A. Van Winkle	PA	AD	.....	.....	12/03/12
Do	.....do	Vacant	PA	AD	.....	.....	

ARMED FORCES RETIREMENT HOME

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Chief Operating Officer and Chief Financial Officer.	Vacant	.....	ES	.....	.....	

ARCTIC RESEARCH COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chair	Frances A. Ulmer	PA	PD	$587	4 Years	02/26/15
Do	Member	David Benton	PA	PD	$587	4 Years	02/26/16
Do	.....do	Mary C. Pete	PA	PD	$587	4 Years	02/26/13
Do	.....do	Warren M. Zapol	PA	PD	$587	4 Years	02/26/16
Do	.....do	Charles J. Vorosmarty	PA	PD	$587	4 Years	02/26/16
Do	.....do	Vacant	PA	PD	.....	.....	
Do	.....do	.....do	PA	PD	.....	.....	
	OFFICE OF THE EXECUTIVE DIRECTOR						
Do	Executive Director	Career Incumbent	CA	ES	.....	.....	

BARRY GOLDWATER SCHOLARSHIP AND EXCELLENCE IN EDUCATION FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Springfield, VA	Chairman	Peggy Goldwater-Clay	PAS	WC	.....	.....	
Do	Member	Gwendolyn E. Boyd	PAS	WC	.....	.....	
Do	.....do	Marcos Edward Galindo	PAS	WC	.....	.....	
Do	.....do	Charles R. Korsmo	PAS	WC	.....	.....	
Do	.....do	Laurie A. Nichols	PAS	WC	.....	.....	
Do	.....do	Maria E. Rengifo-Ruess	PAS	WC	.....	.....	
Do	.....do	Charles P. Ruch	PAS	WC	.....	.....	
Do	.....do	John H. Yopp	PAS	WC	.....	.....	
	OFFICE OF THE EXECUTIVE SECRETARY						
Do	President	W. Frank Gilmore	NA	ES	.....	.....	

BROADCASTING BOARD OF GOVERNORS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	BOARD OF GOVERNORS						
Washington, DC	Chairman	Vacant	PAS	AD			
Do	Member	Susan McCue	PAS	AD			08/13/11
Do	.....do	Dana Perino	PAS	AD			08/13/12
Do	.....do	Vacant	PAS	AD			
Do	.....do	Dennis M. Mulhaupt	PAS	AD			08/13/11
Do	.....do	Michael P. Meehan	PAS	AD			08/13/10
Do	.....do	Michael Lynton	PAS	AD			08/13/12
Do	.....do	Victor H. Ashe	PAS	AD			08/13/10
	INTERNATIONAL BROADCASTING BUREAU						
Do	Director	Richard M. Lobo	PAS	EX	IV		
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Chief of Staff	.....do	CA	ES			
Do	General Counsel	Vacant		ES			
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	Chief Financial Officer	.....do	CA	ES			
Do	Director, Communications and External Affairs.	.....do	CA	ES			
Do	Director, Office of Technology Services and Innovation.	.....do	CA	ES			
Do	Deputy for Engineering and Transmission Services.	.....do	CA	ES			
Do	Director, Performance Review	.....do	CA	ES			
Do	Director, Media and Social Innovation Center	Robert J. Bole	TA	ES			06/26/14
Do	Director, Strategy and Development	Bruce Andrew Sherman	TA	ES			01/24/15
Do	Senior Advisor	Career Incumbent	CA	ES			
Tinang Island, Philippines.	Station Manager	.....do	CA	FE			
Kuwait, Kuwait	.....do	.....do	CA	FE			
	Voice of America						
Washington, DC	Director, Voice of America	David Ensor	NA	ES			
Do	Chief of Staff	Career Incumbent	CA	ES			
Do	Executive Editor	.....do	CA	ES			
Do	Associate Director for Language Programming.	.....do	CA	ES			
Do	Associate Director for Operations	.....do	CA	ES			
	Office of Cuba Broadcasting						
Miami, FL	Director	Carlos Garcia-Perez	NA	ES			
Do	General Manager	Guillermo M. Santa Cruz	SC	GS	15		
Do	Confidential Assistant	Ivonne Silva	SC	GS	12		

CENTRAL INTELLIGENCE AGENCY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Washington, DC	Director	David H. Petraeus	PAS	EX	II	5 Years	09/08/16
Do	Deputy Director	Michael J. Morell	PA	EX	II	5 Years	05/06/15
Do	Statutory Inspector General	David B. Buckley	PAS	EX	III	5 Years	10/06/15
Do	General Counsel	Stephen W. Preston	PAS	EX	III	5 Years	07/01/14

CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Board Chairperson	Rafael Moure-Eraso	PAS	EX	IV		06/24/15
Do	Board Member	John S. Bresland	PAS	EX	IV		03/14/13
Do	.....do	Mark A. Griffon	PAS	EX	IV		06/24/15
Do	.....do	Vacant	PAS	EX	IV		
Do	.....do	.....do	PAS	EX			
Do	General Counsel	Career Incumbent	CA	ES			
Do	Chief Operating Officer	Vacant		ES			
Do	Special Assistant - Deepwater Horizon	Daniel Horowitz	TA	ES		3 Months	04/22/15

CHRISTOPHER COLUMBUS FELLOWSHIP FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Newton, MA	Chairman	Maria Lombardo-Trifiletti	PA	AD		6 Years	10/02/14
Canton, MS	Vice Chairman	James H. Herring	PA	AD		6 Years	10/02/12
New Orleans, LA	Member, Board of Trustees	Cynthia Butler-Mcintyre	PA	AD		6 Years	01/19/15
Las Vegas, NV	do	Warren G. Hioki	PA	AD		6 Years	12/25/15
Phoenix, AZ	do	Kimberly A. Owens	PA	AD		6 Years	01/19/15
Williamsburg, VA	do	Ronald B. Rapoport	PA	AD		6 Years	10/19/14
Seattle, WA	do	Sima F. Sarrafan	PA	AD		6 Years	01/19/17
Washington, DC	do	Peter C. Schaumber	PA	AD		6 Years	10/02/16
Woodstock, MD	do	Anthony C. Wisniewski	PA	AD		6 Years	03/23/13
Auburn, NY	do	Vacant	PA	AD		6 Years	
Do	do	do	PA	AD		6 Years	
Do	do	do	PA	AD		6 Years	
Do	do	do	PA	AD		6 Years	

COMMISSION ON CIVIL RIGHTS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	COMMISSIONERS						
San Francisco, CA	Chairman	Martin R. Castro	PA	EX	IV		
Concord, MA	Commissioner	Michael Yaki	XS	EX	IV		
Las Vegas, NV	do	David Kladney	XS	EX	IV		
Washington, DC	do	Gail Heriot	XS	EX	IV		
Cleveland, OH	do	Peter N. Kirsanow	PA	EX	IV		
River Forest, IL	do	Roberta Achtenberg	PA	EX	IV		
Washington, DC	do	Todd Francis Gaziano	XS	EX	IV		
Do	Special Assistant	John Robert Martin	SC	GS	14		
Do	Vice Chairman	Abigail Thernstrom	PA	EX	IV		
Do	Special Assistant	Alison E. Somin	SC	GS	13		
North Tonawanda, NY.	Special Assistant to the Commissioner	Alec Haniford Deull	SC	GS	14		
Washington, DC	Special Assistant	Nicholas Jeremy Colten	SC	GS	11		
Do	Special Assistant to the Commissioner	Richard S. Schmechel	SC	GS	14		
Do	Special Assistant to the Chairman	Marlene Sallo	SC	GS	14		
Do	Special Assistant to the Commissioner	Tim Fay	SC	GS	14		
	STAFF MEMBERS						
Do	Assistant Staff Director for Civil Rights Evaluation.	Vacant		ES			
Do	Acting Staff Director	do		ES			
Do	General Counsel	do		ES			
Do	Staff Director	do		ES			

COMMISSION OF FINE ARTS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Earl A. Powell III	PA	WC		4 Years	
Do	Vice Chairman	Elizabeth Plater-Zyberk	PA	WC		4 Years	
Do	Commissioner Member	Diana Balmori	PA	WC		4 Years	
Do	do	Witold Rybczynski	PA	WC		4 Years	
Do	do	Teresita Fernandez	PA	WC		4 Years	
Do	do	Philip Freelon	PA	WC		4 Years	
Do	do	Edwin Schlossberg	PA	WC		4 Years	
	OFFICE OF THE SECRETARY						
Do	Secretary of the Commission	Career Incumbent	CA	ES			

COMMITTEE FOR PURCHASE FROM PEOPLE WHO ARE BLIND OR SEVERELY DISABLED

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Chairperson	J. Anthony Poleo	PA	WC			
Do	Vice Chairperson	James M. Kesteloot	PA	PD		5 Years	07/29/15
Do	Member	Robert Terence Kelly, Jr.	PA	PD		5 Years	05/02/13
Do	do	Vacant	PA	WC			
Do	do	Jan Frye	PA	WC			
Do	do	Mark F. Heinrich	PA	WC			

COMMITTEE FOR PURCHASE FROM PEOPLE WHO ARE BLIND OR SEVERELY DISABLED—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Member	Paul Laird	PA	WC			
Do	.....do	Pamela Schwenke	PA	WC			
Do	.....do	William Sisk	PA	WC			
Do	.....do	Vacant	PA	WC			
Do	.....do	Anil Lewis	PA	PD		5 Years	05/30/12
Do	.....do	Karen J. McCulloh	PA	PD		5 Years	10/05/16
Do	.....do	Lisa Wilusz	PA	WC			
Do	.....do	Perry Edward Anthony	PA	WC			
Do	.....do	Kathleen Martinez	PA	WC			
Do	Executive Director	Career Incumbent	CA	ES			

COMMODITY FUTURES TRADING COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRPERSON						
Washington, DC	Chairperson	Gary Gensler	PAS	EX	III		
Do	Commissioner	Scott D. O'Malia	PAS	EX	IV		
Do	.....do	Bart H. Chilton	PAS	EX	IV		
Do	.....do	Jill E. Sommers	PAS	EX	IV		
Do	.....do	Vacant	PAS	OT			
Chicago, IL	Staff Advisor to the Chief of Staff	Vacant		ES			
Washington, DC	Special Assistant to the Commissioner	Clay L. Pederson	SC	OT	$150,000		
Do	Administrative Assistant to the Commissioner.	Shonneice Jones	SC	OT	$61,956		
Do	Administrative Assistant	Danielle Nicole Barrett	SC	OT	$62,000		
Do	Administrative Assistant to the Commissioner.	Sharon Jean Floyd	SC	OT	$66,848		
Do	Director of Legislative Affairs	John Patrick Riley	SC	OT	$182,000		
Do	Director, Office of Public Affairs	Steven W. Adamske	SC	OT	$171,825		
Do	Public Affairs Specialist (Speechwriter)	Stephanie Allen	SC	OT	$148,511		
	DIVISION OF ENFORCEMENT						
Do	Director	Vacant		ES			
	DIVISION OF TRADING AND MARKETS						
Do	Director	.....do		ES			

CONSUMER FINANCIAL PROTECTION BUREAU

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Richard Cordray	PAS	EX	II		

CONSUMER PRODUCT SAFETY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Bethesda, MD	Chairman	Inez M. Tenenbaum	PAS	EX	III	7 Years	10/26/13
Do	Chief of Staff (Legal)	Matthew R. Howsare	SC	GS	15		
Do	Special Assistant (Legal)	Elliot F. Kaye	SC	GS	15		
Do	.....do	Anupama C. Connor	SC	GS	15		
Do	Executive Assistant	Dorothy S. Lee	SC	GS	13		
	Office of Legislative Affairs						
Do	Director	Christopher R. Day	SC	GS	15		
	Office of the General Counsel						
Do	General Counsel	Career Incumbent	CA	ES			
	Office of Communications						
Do	Director	Scott J. Wolfson	SC	GS	15		
	OFFICE OF COMMISSIONERS						
Do	Commissioner	Nancy A. Nord	PAS	EX	IV	7 Years	10/26/12
Do	Special Assistant (Legal)	Joseph J. Martyak	SC	GS	15		

CONSUMER PRODUCT SAFETY COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bethesda, MD	Special Assistant (Legal)	Nathan S. Cardon	SC	GS	13		
Do	Staff Assistant	Timothy M. Reggev	SC	GS	9		
Do	Commissioner	Anne M. Northup	PAS	EX	IV	7 Years	10/26/11
Do	Special Assistant (Legal)	Gregg S. Avitabile	SC	GS	15		
Do	.....do	Kelly K. Pearson	SC	GS	15		
Do	Staff Assistant	Mark S. Fellin	SC	GS	11		
Do	Commissioner	Robert S. Adler	PAS	EX	IV	7 Years	10/26/14
Do	Special Assistant (Legal)	Jason K. Levine	SC	GS	15		
Do	.....do	Jana L. Fong-Swamidoss	SC	GS	15		
Do	Executive Assistant	Ophelia McCardell	SC	GS	12		
Do	Commissioner	Vacant	PAS	EX	IV	7 Years	10/26/17
	OFFICE OF EXECUTIVE DIRECTOR						
Do	Executive Director	Kenneth R. Hinson	NA	ES			
Do	Deputy Executive Director, Operations Support.	Career Incumbent	CA	ES			
Do	Deputy Executive Director, Safety Operations	.....do	CA	ES			
	Office of Hazard Identification and Reduction						
Do	Assistant Executive Director, Hazard Identification and Reduction.	.....do	CA	ES			
Do	Associate Executive Director, Economic Analysis.	.....do	CA	ES			
Rockville, MD	Associate Executive Director, Laboratory Sciences.	.....do	CA	ES			
Bethesda, MD	Associate Executive Director, Epidemiology	.....do	CA	ES			
Rockville, MD	Associate Executive Director, Engineering Sciences.	.....do	CA	ES			
Bethesda, MD	Associate Executive Director, Health Sciences	.....do	CA	ES			
	Office of Compliance						
Do	Assistant Executive Director	Vacant		ES			
Do	Deputy Director	Career Incumbent	CA	ES			
	Office of Information and Technology Services						
Do	Chief Information Officer	.....do	CA	ES			
	Office of Financial Management, Planning, and Evaluation						
Do	Chief Financial Officer	.....do	CA	ES			
	Office of Education, Global Outreach and Small Business Ombudsman						
Do	Director	.....do	CA	ES			
	Office of Import Surveillance						
Do	Director	Vacant		ES			

CONSUMER PRODUCT SAFETY COMMISSION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bethesda, MD	Inspector General	Career Incumbent	CA	ES			

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	BOARD OF DIRECTORS						
Washington, DC	Member, Chair	Laysha Ward	PAS	WC		5 Years	12/27/12
Do	Member, Vice Chair	Eric J. Tanenblatt	PAS	WC		5 Years	10/06/12
Do	Member	Rick Christman	PAS	WC		5 Years	10/16/12
Do	.....do	Julie Fisher Cummings	PAS	WC		5 Years	09/14/12
Do	.....do	Jane Hartley	PAS	WC		5 Years	10/06/14
Do	.....do	Hyepin Im	PAS	WC		5 Years	10/06/13
Do	.....do	Marguerite Kondracke	PAS	WC		5 Years	06/10/14
Do	.....do	Matthew McCabe	PAS	WC		5 Years	10/06/13
Do	.....do	James Palmer	PAS	WC		5 Years	10/06/12
Do	.....do	Lisa Garcia Quiroz	PAS	WC		5 Years	02/08/14
Do	.....do	Phyllis N. Segal	PAS	WC		5 Years	10/06/13
Do	.....do	Stan Soloway	PAS	WC		5 Years	10/06/12

CORPORATION FOR NATIONAL AND COMMUNITY SERVICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	DEPARTMENT OF THE CHIEF EXECUTIVE OFFICER						
Washington, DC	Chief Executive Officer	Wendy M. Spencer	PAS	EX	III		
Do	Chief of Staff	Vacant	XS	OT			
Do	Deputy Chief of Staff for Policy	Asim Mishra	XS	OT			
Do	Special Assistant	Vacant	XS	OT			
Do	.....do	.....do	XS	OT			
Do	Director of Scheduling and Advance, Senior Advisor for CEO Engagement.	Daniel S. Holt	XS	OT			
Do	Executive Assistant and Scheduler	Vacant	XS	OT			
	Office of General Counsel						
Do	General Counsel	Valerie E. Green	XS	OT			
Do	Executive Assistant	Phyllis Rae Green	XS	OT			
	Office of Government Relations						
Do	Director	Vacant	XS	OT			
Do	Deputy Director	Rebecca Claster	XS	OT			
Do	Deputy Director, Intergovernmental Relations	Kimberly L. Allman	XS	OT			
Do	Senior Legislative Assistant	Collin E. Burton	XS	OT			
	Office of Strategy and Special Initiatives						
Do	Chief Strategy Officer	Vacant	XS	OT			
Do	Senior Advisor	Susannah Laleh Washburn	XS	OT			
	Office of External Affairs						
Do	Chief	James L. Fetig	XS	OT			
Do	Director of Public Affairs	Vacant	XS	OT			
Do	Senior Communications Advisor	Alexander McCandless Scott.	XS	OT			
Do	Public Affairs Specialist	Tess Hetzel	XS	OT			
Do	Press Secretary	Vacant	XS	OT			
Do	Deputy Press Secretary	Kate E. Enos	XS	OT			
Do	Speech Writer	Larae N. Booker	XS	OT			
Do	Director of Digital Media	Sacha Cohen	XS	OT			
Do	Senior Advisor to the CEO and Director of Partnerships and Engagement.	John D. Kelly	XS	OT			
Do	Assistant Director, Faith Based and Neighborhood Partnerships.	Clay N. Middleton	XS	OT			
	DEPARTMENT OF THE CHIEF OF PROGRAM OPERATIONS						
Do	Chief of Program Operations	Idara Umoh Nickelson	XS	OT			
Do	Senior Advisor for Wounded Warrior, Veteran and Military Family Initiatives.	Koby J. Langley	XS	OT			
	Office of AmeriCorps VISTA						
Do	Director	Mary W. Strasser	XS	OT			
	Office of AmeriCorps State and National						
Do	Director of AmeriCorps	William C. Basl	XS	OT			
	Office of National Senior Service Corps						
Do	Director of Senior Corps/Strategic Advisor for Veterans and Military Families.	Erwin J. Tan	XS	OT			
	Office of Social Innovation Fund						
Lawrence, KS	Director	Paul L. Carttar	XS	OT			
Washington, DC	Deputy Director	Vacant	XS	OT			
	OFFICE OF THE INSPECTOR GENERAL						
Do	Inspector General	Deborah J. Jeffrey	PAS	EX	III		

COUNCIL OF INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Director	Career Incumbent	CA	ES			
Do	Executive Director for the Inspector General Training Institute.	Vacant		ES			

COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Nancy M. Ware	PAS	EX	IV	.....	
	PRETRIAL SERVICES AGENCY						
Do	Director	Vacant	.....	ES	.....	.....	

DEFENSE NUCLEAR FACILITIES SAFETY BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Peter S. Winokur	PAS	EX	III	.....	
Do	Vice Chairman	Jessie H. Roberson	PAS	EX	III	.....	
Do	Member	Vacant	PAS	EX	III	.....	
Do	.....do	Joseph F. Bader	PAS	EX	III	.....	
Do	.....do	John E. Mansfield	PAS	EX	III	.....	
Do	General Counsel	Vacant	.....	ES	.....	.....	
Do	General Manager	.....do	.....	ES	.....	.....	
Do	Senior Counsel for Nuclear Safety Engineering.	.....do	XS	SL	.....	.....	

DELTA REGIONAL AUTHORITY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Clarksdale, MS	Federal Co-Chairman	Christopher A. Masingill ...	PAS	EX	V	4 Years	
Do	Alternate Federal Co-Chairman	Michael G. Marshall	PA	EX	IV	4 Years	

DWIGHT D. EISENHOWER MEMORIAL COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Rocco C. Siciliano	PA	WC	.....	.....	
Do	Commissioner	Alfred Geduldig	PA	WC	.....	.....	
Do	.....do	Susan Banes Harris	PA	WC	.....	.....	
Do	Executive Director	Carl W. Reddel	XS	AD	$155,500	.....	

ENVIRONMENTAL PROTECTION AGENCY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ADMINISTRATOR						
Washington, DC	Administrator	Lisa P. Jackson	PAS	EX	II	.....	
Do	Deputy Administrator	Robert W. Perciasepe	PAS	EX	III	.....	
Do	Chief of Staff	Diane E. Thompson	NA	ES	.....	.....	
Do	Deputy Chief of Staff	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Chief of Staff (Operations)	Jose T. Lozano	NA	ES	.....	.....	
Do	Senior Climate Policy Counsel	Vacant	.....	ES	.....	.....	
Do	Special Assistant to the Senior Climate Policy Counsel.	Charles S. Imohiosen	SC	GS	15	.....	
Do	Senior Policy Counsel to the Administrator	Robert M. Sussman	NA	ES	.....	.....	
Do	Senior Advisor to the Administrator	Vacant	.....	ES	.....	.....	
Do	Counselor to the Administrator for Agricultural Policy.	Lawrence E. Elworth	NA	ES	.....	.....	
Do	Director, Office of Gulf Coast Ecosystem Restoration.	John H. Hankinson, Jr.	NA	ES	.....	.....	
Do	Deputy Director, Office of Gulf Coast Ecosystem Restoration.	Vacant	.....	ES	.....	.....	
Do	White House Liaison	Jon Monger	SC	GS	12	.....	
Do	Deputy White House Liaison	Kelley S. Smith	SC	GS	11	.....	
Do	Policy Analyst	Christopher L. Busch	SC	GS	12	.....	
Do	Trip Coordinator	Katharine M. Bluhm	SC	GS	11	.....	
Do	Special Representative	Shalini Vajjhala	SC	GS	15	.....	
	Scheduling Staff						
Do	Director of Scheduling and Advance	Elizabeth A. Ashwell	SC	GS	14	.....	
Do	Deputy Director of Scheduling	Ryan M. Robison	SC	GS	11	.....	

ENVIRONMENTAL PROTECTION AGENCY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Advance Staff						
Washington, DC	Deputy Director for Advance	Adrian K. Collins	SC	GS	12		
Do	Advance Specialist	Jeffrey Tate	SC	GS	11		
	Office of the Executive Services						
Do	Director	Eric E. Wachter	SC	GS	15		
	Office of Regional Operations						
Do	Director	Janet L. Woodka	NA	ES			
	Office of Homeland Security						
Do	Deputy Associate Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator	Deborah Y. Dietrich	NA	ES			
	Office of Children's Health Protection						
Do	Director	Career Incumbent	CA	ES			
	Office of Federal Advisory Committee Management and Outreach						
Do	Director	Vacant		ES			
	Office of Civil Rights						
Do	Director	Career Incumbent	CA	ES			
	Office of Small and Disadvantaged Business Utilization						
Do	Director	....do	CA	ES			
	Science Advisory Board						
Do	Director	....do	CA	ES			
	Office of Congressional and Intergovernmental Relations						
Do	Associate Administrator	Arvin R. Ganesan	NA	ES			
Do	Principal Deputy Associate Administrator	Career Incumbent	CA	ES			
Do	Deputy Associate Administrator for Office of Congressional Affairs.	Laura E. Vaught	SC	GS	15		
Do	Deputy Associate Administrator for Intergovernmental Relations.	Sarah H. Pallone	SC	GS	15		
Do	Special Assistant	Marcus K. McClendon	SC	GS	13		
	Office of External Affairs and Environmental Education						
Do	Associate Administrator	Vacant		ES			
Do	Principal Deputy Associate Administrator	....do		ES			
Do	Deputy Associate Administrator	Stephanie A. Owens	NA	ES			
Do	Deputy Associate Administrator	Brendan C. Gilfillan	SC	GS	14		
Do	Director, Office of Environmental Education	Vacant		ES			
Do	Director, Office of Public Engagement	Drucilla Ealons	SC	GS	15		
Do	Senior Speech Writer	Michael Moats	SC	GS	14		
Do	Deputy Press Secretary	Alisha R. Johnson	SC	GS	12		
Do	Assistant Press Secretary	Robert K. Delp, Jr.	SC	GS	9		
Do	....do	Andra M. Belknap	SC	GS	9		
Do	Special Assistant to the Associate Administrator.	Shira A. Sternberg	SC	GS	12		
	Office of Policy						
Do	Associate Administrator	Michael L. Goo	NA	ES			
Do	Principal Deputy Associate Administrator for Policy, Economics and Innovation.	Vacant		ES			
Do	Deputy Associate Administrator for Policy	Bernice I. Corman	NA	ES			
Do	Senior Advisor	Vacant		ES			
Do	Director, National Center for Environmental Economics.	Career Incumbent	CA	ES			
Do	Director, National Center for Environmental Innovation.	Vacant		ES			
Do	Director, Office of Regulatory Policy and Management.	Career Incumbent	CA	ES			
Do	Director, Office of Strategic Environmental Management.	....do	CA	ES			
Do	Special Assistant to the Associate Administrator for Policy, Economics and Innovation.	Sarah Dale	SC	GS	12		
	OFFICE OF THE CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	Barbara Bennett	PAS	EX	IV		
	OFFICE OF ENVIRONMENTAL INFORMATION						
Do	Assistant Administrator	Malcolm D. Jackson	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			

ENVIRONMENTAL PROTECTION AGENCY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Assistant Administrator	Vacant		ES			
	Office of Information Analysis and Access						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	Vacant		ES			
	Office of Information Collection						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	Vacant		ES			
	Office of Technology Operations and Planning						
Do	Director	Career Incumbent	CA	ES			
Do	Deputy Director	.....do	CA	ES			
	OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT						
Do	Assistant Administrator	Craig E. Hooks	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Federal Environmental Executive	Jonathan P. Powers	NA	ES			
	OFFICE OF ENFORCEMENT AND COMPLIANCE ASSURANCE						
Do	Assistant Administrator	Cynthia Giles	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator	Steven Chester	NA	ES			
Do	Deputy Associate Assistant Administrator for Environmental Justice.	Career Incumbent	CA	ES			
Do	Senior Legal Advisor	Vacant		ES			
Do	Senior Enforcement Counsel	.....do		ES			
	Office of Administration and Policy						
Do	Director	Career Incumbent	CA	ES			
	Office of Compliance						
Do	Senior Enforcement Counsel	Vacant		ES			
	Office of Criminal Enforcement, Forensics and Training						
Do	Program Advisor	.....do		ES			
	Office of Federal Activities						
Do	Director	Career Incumbent	CA	ES			
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	C. Scott Fulton	PAS	EX	IV		
Do	Principal Deputy General Counsel	Career Incumbent	CA	ES			
Do	Deputy General Counsel	Tseming Yang	NA	ES			
Do	.....do	Avi S. Garbow	NA	ES			
Do	Principal Associate General Counsel	Vacant		ES			
Do	Principal Associate General Counsel for Special Litigation and Emergency Response.	.....do		ES			
	Air and Radiation Law Office						
Do	Associate General Counsel	Career Incumbent	CA	ES			
	Alternative Dispute Resolution Law Office						
Do	Director	.....do	CA	ES			
	Civil Rights and Finance Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	Cross-Cutting Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	Pesticides and Toxic Substances Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	Solid Waste and Emergency Response Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	Water Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	General Law Office						
Do	Associate General Counsel	.....do	CA	ES			
	OFFICE OF INTERNATIONAL AND TRIBAL AFFAIRS						
Do	Assistant Administrator	Michelle DePass	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Vacant		ES			
Do	Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Senior Advisor	Vacant		ES			

ENVIRONMENTAL PROTECTION AGENCY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Senior Counsel (Environmental Governance)	Career Incumbent	CA	ES			
	Office of Global Affairs and Policy						
Do	Director	do	CA	ES			
	Office of Management Operations						
Do	Director, Office of Management and International Services.	do	CA	ES			
	Office of Regional and Bilateral Affairs						
Do	Director	do	CA	ES			
	American Indian Environmental Office						
Do	Director	do	CA	ES			
	OFFICE OF WATER						
Do	Assistant Administrator	Vacant	PAS	EX	IV		
Do	Deputy Assistant Administrator	Nancy Stoner	NA	ES			
Do	do	Career Incumbent	CA	ES			
Do	Associate Assistant Administrator	Vacant		ES			
Do	Senior Advisor	Kenneth J. Kopocis	TA	ES			12/03/12
	Office of Ground Water and Drinking Water						
Do	Director	Vacant		ES			
Do	Deputy Director	Career Incumbent	CA	ES			
	Office of Science and Technology						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	Office of Waste Water Management						
Do	Director	Vacant		ES			
Do	Deputy Director	Career Incumbent	CA	ES			
	Office of Wetlands, Oceans and Watersheds						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	OFFICE OF SOLID WASTE AND EMERGENCY RESPONSE						
Do	Assistant Administrator	Mathy Stanislaus	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator	Elisabeth G. Feldt	NA	ES			
Do	Associate Assistant Administrator	Vacant		ES			
	Federal Facilities Restoration and Reuse Office						
Arlington, VA	Director	Career Incumbent	CA	ES			
	Office of Emergency Management						
Washington, DC	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	Office of Brownfields Cleanup and Redevelopment						
Do	Director	do	CA	ES			
	Office of Program Management						
Do	Director	Vacant		ES			
	Office of Superfund Remediation and Technology Innovation						
Arlington, VA	Director	Career Incumbent	CA	ES			
Do	Deputy Director	do	CA	ES			
	Office of Resource Conservation and Recovery						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	OFFICE OF AIR AND RADIATION						
Washington, DC	Assistant Administrator	Regina McCarthy	PAS	EX	IV		
Do	Principle Deputy Assistant Administrator	Janet G. McCabe	NA	ES			
Do	Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Associate Assistant Administrator	Joel C. Beauvais	NA	ES			
Do	Senior Advisor	Vacant		ES			
Do	Senior Counsel	Joseph M. Goffman	SC	GS	15		
	Office of Air Quality Planning and Standards						
Durham, NC	Director	Career Incumbent	CA	ES			
	Office of Transportation and Air Quality						
Washington, DC	Director	do	CA	ES			
Ann Arbor, MI	Deputy Director	do	CA	ES			

ENVIRONMENTAL PROTECTION AGENCY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Radiation and Indoor Air						
Arlington, VA	Director	Career Incumbent	CA	ES			
	Office of Atmospheric Programs						
Washington, DC	Director	do	CA	ES			
	OFFICE OF CHEMICAL SAFETY AND POLLUTION PREVENTION						
Do	Assistant Administrator	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator	Vacant		ES			
Do	do	do		ES			
	Office of Pesticide Programs						
Arlington, VA	Director	Career Incumbent	CA	ES			
Do	Deputy Director (Programs)	Vacant		ES			
Do	Deputy Director (Management)	Career Incumbent	CA	ES			
	Office of Pollution Prevention and Toxics						
Washington, DC	Director	do	CA	ES			
Do	Deputy Director (Program Management)	do	CA	ES			
Do	Deputy Director (Programs)	do	CA	ES			
	Office of Science Coordination and Policy						
Do	Director	do	CA	ES			
	OFFICE OF RESEARCH AND DEVELOPMENT						
Do	Assistant Administrator	Vacant	PAS	EX	IV		
Do	Principal Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator (Science)	Vacant		ES			
Do	Associate Assistant Administrator	Career Incumbent	CA	ES			
Do	Senior Advisor	do	CA	ES			
Durham, NC	do	do	CA	ES			
Washington, DC	Director for Sustainable Development	do	CA	ES			
	Office of the Science Advisor						
Do	Chief Scientist to the Science Advisor	do	CA	ES			
Do	Earth Observation Systems Executive	Vacant		ES			
	Office of Science Policy						
Do	Director	Career Incumbent	CA	ES			
	REGIONAL OFFICES						
	Region 1- Boston, Massachusetts						
Boston, MA	Regional Administrator	H. Curtis Spalding	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
	Region 2 - New York, New York						
New York, NY	Regional Administrator	Judith Enck	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
Do	Regional Climate Change Program Advisor	Paul F. Simon	TA	ES			10/22/13
	Region 3 - Philadelphia, Pennsylvania						
Philadelphia, PA	Regional Administrator	Shawn Garvin	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
	Region 4 - Atlanta, Georgia						
Atlanta, GA	Regional Administrator	Gwendolyn R. Keyes Fleming.	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
	Region 5 - Chicago, Illinois						
Chicago, IL	Regional Administrator	Susan J. Hedman	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
	Region 6 - Dallas, Texas						
Dallas, TX	Regional Administrator	Vacant		ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			
Do	Senior Advisor for Coastal Restoration, Climate Change and Public Outreach.	William K. Honker	TA	ES			06/04/13
Do	Senior Advisor for US/Mexico Border and Emerging Programs.	William L. Luthans	TA	ES			06/18/13
	Region 7 - Kansas City, Kansas						
Kansas City, KS	Regional Administrator	Karl B. Brooks	NA	ES			
Do	Deputy Regional Administrator	Vacant		ES			
	Region 8 - Denver, Colorado						
Denver, CO	Regional Administrator	James B. Martin	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			

ENVIRONMENTAL PROTECTION AGENCY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Denver, CO	Assistant Regional Administrator for Enforcement, Compliance and Environmental Justice.	Career Incumbent	CA	ES			
Do	Senior Interagency Project Advisor	Eddie A. Sierra	TA	ES			06/04/13
	Region 9 - San Francisco, California						
San Francisco, CA	Regional Administrator	Jared Blumenfeld	NA	ES			
Do	Deputy Regional Administrator	Vacant		ES			
Do	Senior Policy Advisor	Nancy J. Ryerson	TA	ES			06/25/13
	Region 10 - Seattle, Washington						
Seattle, WA	Regional Administrator	Dennis J. McLerran	NA	ES			
Do	Deputy Regional Administrator	Career Incumbent	CA	ES			

ENVIRONMENTAL PROTECTION AGENCY OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Arthur A. Elkins, Jr.	PAS	EX	III		

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIR						
Washington, DC	Chairman	Jacqueline A. Berrien	PAS	EX	III		
Do	Commissioner	Chai R. Feldblum	PAS	EX	IV		
Do	.....do	Victoria A. Lipnic	PAS	EX	IV		
Do	.....do	Constance S. Barker	PAS	EX	IV		
Do	.....do	Vacant	PAS	EX	IV		
Do	Chief Operating Officer	Claudia A. Withers	NA	ES			
Do	Senior Advisor	Vacant		ES			
Do	Senior Advisor (Information Technology)	.....do		ES			
Do	Director, Policy Management and Coordination.	.....do		ES			
Do	Senior Attorney Advisor (Senior Counsel)	Patrick Olen Patterson	NA	ES			
Do	Senior Policy Analyst	Joi Olivia Chaney	SC	GS	15		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Patrick David Lopez	PAS	EX	V		
Do	Associate General Counsel for Litigation Management Services.	Career Incumbent	CA	ES			
Do	Deputy General Counsel	.....do	CA	ES			
Do	Associate General Counsel for Appellate Services.	Vacant		ES			
Do	Associate General Counsel for Systemic Litigation Services.	Career Incumbent	CA	ES			
Do	Senior Litigation Project Manager	Vacant		ES			
Do	Senior Litigation Project Manager	.....do		ES			
	OFFICE OF HUMAN RESOURCES						
Do	Chief Human Capital Officer	Career Incumbent	CA	ES			
	OFFICE OF COMMUNICATIONS AND LEGISLATIVE AFFAIRS						
Do	Director	Todd A. Cox	NA	ES			
	OFFICE OF RESEARCH, INFORMATION AND PLANNING						
Do	Director	Career Incumbent	CA	ES			
	OFFICE OF INFORMATION TECHNOLOGY						
Do	Chief Information Officer	.....do	CA	ES			
	OFFICE OF LEGAL COUNSEL						
Do	Associate Legal Counsel	Vacant		ES			
Do	Legal Counsel	Career Incumbent	CA	ES			
Do	Deputy Legal Counsel	Vacant		ES			
	OFFICE OF CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	Career Incumbent	CA	ES			

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF FEDERAL OPERATIONS						
Washington, DC	Director	Career Incumbent	CA	ES			
Do	Director, Federal Sector Programs	.....do	CA	ES			
Do	Director, Appelate Review Programs	Vacant		ES			
	OFFICE OF FIELD PROGRAMS						
Do	Director	Career Incumbent	CA	ES			
Do	Chief Administrative Judge	Vacant		ES			
Do	National Legal/Enforcement Executive Advisor.	Career Incumbent	CA	ES			
	State and Local Programs						
Do	Director	.....do	CA	ES			
Dallas, TX	Program Manager	.....do	CA	ES			
Houston, TX	.....do	.....do	CA	ES			
Indianapolis, IN	.....do	.....do	CA	ES			
Los Angeles, CA	.....do	.....do	CA	ES			
Memphis, TN	.....do	.....do	CA	ES			
Miami, FL	.....do	.....do	CA	ES			
New York, NY	.....do	.....do	CA	ES			
Philipsburg, PA	.....do	.....do	CA	ES			
Phoenix, AZ	.....do	.....do	CA	ES			
San Francisco, CA	.....do	.....do	CA	ES			
St. Louis, MO	.....do	.....do	CA	ES			
Charlotte, NC	.....do	.....do	CA	ES			
Birmingham, AL	.....do	.....do	CA	ES			
Atlanta, GA	.....do	.....do	CA	ES			
Chicago, IL	.....do	.....do	CA	ES			

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Career Incumbent	CA	ES			

EXPORT-IMPORT BANK

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of the Chairman						
Washington, DC	President and Chairman	Fred P. Hochberg	PAS	EX	III	4 Years	01/20/13
Do	Executive Vice President and Chief Operating Officer.	Alice P. Albright	SC	SL		3 Years	
Do	Chief of Staff	Kevin P. Varney	SC	SL			
Do	Deputy Chief of Staff	Mona K. Jabbour	SC	GS	14	3 Years	
Do	Special Assistant to the Chief of Staff	Kenneth E. Milstead	SC	GS	10		
Do	Senior Advisor to the Chairman	Peter R. Arulanantham	SC	GS	15		
Do	Executive Secretary	David R. Brooks	SC	GS	13	3 Years	
	BOARD OF DIRECTORS						
Do	First Vice President and Vice Chairman	Wanda F. Felton	PAS	EX	IV	2 Years	01/20/13
Do	Member	Patricia M. Loui-Schmicker	PAS	EX	IV	4 Years	01/20/15
Do	.....do	Larry W. Walther	PAS	EX	IV	2 Years	01/20/13
Do	.....do	Sean R. Mulvaney	PAS	EX	IV	4 Years	01/20/15
	OFFICE OF COMMUNICATIONS						
Do	Senior Vice President for Communications	Daniel W. Reilly	SC	SL			
Do	Senior Advisor	Jamie Elizabeth Radice	SC	GS	14		
Do	Director of Scheduling	Carolyn J. Schopp	SC	GS	13		
Do	Speechwriter	Robert B. Rackleff	SC	GS	14		
	OFFICE OF THE GENERAL COUNSEL						
Do	Senior Vice President and General Counsel	Angela Mariana Freyre	SC	SL		3 Years	
	OFFICE OF CONGRESSIONAL AFFAIRS						
Do	Senior Vice President for Congressional Affairs.	Scott P. Schloegel	SC	SL		3 Years	
	EXPORT FINANCE GROUP						
Do	Senior Vice President	John A. McAdams	SC	SL			

EXPORT-IMPORT BANK—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Inspector General (OIG)						
Washington, DC	Inspector General	Osvaldo L. Gratacos	PAS	EX	III	.....	

FARM CREDIT ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE BOARD						
McLean, VA	Chairman	Leland Anders Strom	PAS	EX	III	6 Years	10/13/12
Do	Member	Jill L. Long Thompson	PAS	EX	IV	6 Years	05/21/14
Do	.....do	Kenneth A. Spearman	PAS	EX	IV	6 Years	05/21/16
Do	Executive Assistant to the Member	Inga P. Smulkstys	SC	VH	.....	.....	
	Office of Chief Executive Officer						
Do	Director	Michael Alan Stokke	SC	VH	$209,501	.....	
Do	Associate Director of Congressional Affairs	James Russell Middleton ...	SC	VH	$191,104	.....	

FEDERAL COMMUNICATIONS COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Julius M. Genachowski	PAS	EX	III	.....	
Do	Commissioner	Robert McDowell	PAS	EX	IV	.....	
Do	.....do	Mignon L. Clyburn	PAS	EX	IV	.....	
Do	.....do	Jessica Rosenworcel	PAS	EX	IV	.....	
Do	.....do	Ajit V. Pai	PAS	EX	IV	.....	
Do	Chief of Staff	Zachary Katz	NA	ES	.....	.....	
Do	Senior Advisor to the Chairman	Sherrese M. Smith	XS	SL	$165,300	.....	
Do	Senior Advisor to the Commissioner	Angela E. Giancarlo	XS	SL	$165,300	.....	
Do	.....do	Vacant	XS	SL	.....	.....	
Do	.....do	Matthew B. Berry	XS	SL	$165,300	.....	
Do	.....do	David Grimaldi	XS	SL	$163,000	.....	
	OFFICE OF LEGISLATIVE AFFAIRS						
Do	Deputy Director, OLA	Christopher J. Lewis	SC	GS	14	.....	
	INTERNATIONAL BUREAU						
Do	Bureau Chief	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Bureau Chief	.....do	CA	ES	.....	.....	
	OFFICE OF STRATEGIC PLANNING AND POLICY ANALYSIS						
Do	Director	Vacant	.....	ES	.....	.....	
Do	Deputy Director	.....do	.....	ES	.....	.....	
Do	.....do	Career Incumbent	CA	ES	.....	.....	
Do	Senior Legal Advisor	.....do	CA	SL	.....	.....	
Do	Senior Economic Advisor	.....do	CA	SL	.....	.....	
Do	.....do	.....do	CA	SL	.....	.....	
Do	Advisor	Russell Caditz-Peck	SC	GS	11	.....	
	OFFICE OF THE MANAGING DIRECTOR						
Do	Managing Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Managing Director	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	
Do	Chief Financial Officer	.....do	CA	ES	.....	.....	
Do	Chief Information Officer	.....do	CA	ES	.....	.....	
Do	Chief Human Capital Officer	.....do	CA	ES	.....	.....	
	OFFICE OF ENGINEERING AND TECHNOLOGY						
Do	Chief	.....do	CA	ES	.....	.....	
Do	Deputy Chief	.....do	CA	ES	.....	.....	
	OFFICE OF GENERAL COUNSEL						
Do	General Counsel	Vacant	.....	ES	.....	.....	
Do	Deputy General Counsel	Sean A. Lev	NA	ES	.....	.....	
Do	.....do	Career Incumbent	CA	ES	.....	.....	
Do	.....do	Vacant	.....	ES	.....	.....	

FEDERAL COMMUNICATIONS COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate General Counsel (Litigation)	Career Incumbent	CA	ES			
Do	Associate General Counsel (Administrative Law).	do	CA	ES			
Do	Senior Legal Advisor (Ethics)	do	CA	SL			
Do	Deputy Associate General Counsel	do	CA	SL			
	WIRELESS TELECOMMUNICATIONS BUREAU						
Do	Bureau Chief	do	CA	ES			
Do	Deputy Bureau Chief	do	CA	ES			
Do	do	do	CA	ES			
Do	Associate Bureau Chief	do	CA	ES			
Do	Chief Engineer	do	CA	SL			
	OFFICE OF MEDIA RELATIONS						
Do	Communications Director	Tammy Fang-Yi Sun	SC	GS	15		
	ENFORCEMENT BUREAU						
Do	Chief	Career Incumbent	CA	ES			
Do	Deputy Bureau Chief	do	CA	ES			
Do	Chief of Staff	do	CA	ES			
Do	Assistant Bureau Chief, Economics	do	CA	ES			
	WIRELINE COMPETITION BUREAU						
Do	Bureau Chief	do	CA	ES			
Do	Deputy Bureau Chief	do	CA	ES			
Do	do	do	CA	ES			
	MEDIA BUREAU						
Do	Bureau Chief	do	CA	ES			
Do	Deputy Bureau Chief	do	CA	ES			
Do	do	do	CA	ES			
Do	do	do	CA	ES			
Do	Chief, Video Division	do	CA	ES			
	CONSUMER AND GOVERNMENTAL AFFAIRS BUREAU						
Do	Chief	do	CA	ES			
Do	Deputy Bureau Chief	do	CA	ES			
Do	do	do	CA	ES			
	PUBLIC SAFETY AND HOMELAND SECURITY BUREAU						
Do	Bureau Chief	David S. Turetsky	NA	ES			
Do	Deputy Bureau Chief	Career Incumbent	CA	ES			
Do	do	do	CA	ES			
Do	Division Chief, Public Communications Outreach and Operations Division.	do	CA	ES			

FEDERAL DEPOSIT INSURANCE CORPORATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Vacant	PAS	EX			
Do	Vice Chairman	Martin J. Gruenberg	PAS	EX	IV		
Do	Member of the Board of Directors	Thomas Hoenig	PAS	EX	IV		
Do	do	Jeremiah Norton	PAS	EX	IV		
Do	Inspector General	Jon T. Rymer	PAS	EX	IV		
Do	Writer-Editor	Michele A. Heller	SC	OT			

FEDERAL ELECTION COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner Member	Cynthia L. Bauerly	PAS	EX	IV		
Do	Executive Assistant	Eric Hallstrom	XS	GS	15		
Do	do	Sarah Rozensky	XS	GS	15		
Do	Commissioner Member	Caroline C. Hunter	PAS	EX	IV		
Do	Executive Assistant	Eric S. Brown	XS	GS	15		
Do	do	Vacant	XS	GS	15		
Do	do	Rebekah Miller	XS	GS	13		
Do	Special Assistant	Jill A. Moschak	XS	GS	13		
Do	Commissioner Member	Donald F. McGahn	PAS	EX	IV		

FEDERAL ELECTION COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Assistant	Gary Lawkowski	XS	GS	15		
Do	.....do	Vacant	XS	GS	15		
Do	Commissioner Member	Matthew S. Petersen	PAS	EX	IV		
Do	Executive Assistant	Kevin J. Plummer	XS	GS	15		
Do	.....do	Jonathan D. Borrowman	XS	GS	15		
Do	Commissioner Member	Steven T. Walther	PAS	EX	IV		
Do	Executive Assistant	Brad C. Deutsch	XS	GS	15		
Do	.....do	Vacant	XS	GS	15		
Do	Commissioner Member	Ellen L. Weintraub	PAS	EX	IV		
Do	Executive Assistant	Julia Richardson	XS	GS	15		
Do	.....do	Alexander Tausanovitch	XS	GS	15		
Do	.....do	Daniel Weiner	XS	GS	15		
Do	.....do	Nicole Zeitler	XS	GS	15		
Do	Staff Director	D. Alec Palmer	XS	EX	IV		
Do	General Counsel	Anthony Herman	XS	EX	V		

FEDERAL ENERGY REGULATORY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Jon Wellinghoff	PAS	EX	III	5 Years	06/30/13
Do	Chief of Staff	Career Incumbent	CA	ES			
Do	Senior Advisor	Vacant		ES			
Do	Confidential Assistant	Mae C. Davis	SC	GS	13		
	Office of Member						
Do	Member	Anthony T. Clark	PAS	EX	IV	4 Years	06/30/16
Do	.....do	Cheryl A. Lafleur	PAS	EX	IV	4 Years	06/30/14
Do	.....do	John R. Norris	PAS	EX	IV	5 Years	06/30/17
Do	.....do	Philip D. Moeller	PAS	EX	IV	5 Years	06/30/15
Do	Confidential Assistant	Brian Morgan	SC	GS	11		
Do	Program Analyst	Laura Vendetta	SC	GS	9		
Do	Confidential Assistant	Jennifer A. Murray	SC	GS	12		
	Office of External Affairs						
Do	Director	Vacant		ES			
	Office of General Counsel						
Do	General Counsel	Career Incumbent	CA	ES			
Do	Deputy General Counsel	.....do	CA	ES			
Do	Associate General Counsel, General and Administrative Law.	Vacant		ES			
Do	Associate General Counsel, Energy Projects	Career Incumbent	CA	ES			
Do	Deputy Associate General Counsel, Energy Projects.	.....do	CA	ES			
Do	Associate General Counsel	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Solicitor	.....do	CA	ES			
	Office of Energy Market Regulation						
Do	Director	.....do	CA	ES			
Do	Deputy Director	.....do	CA	ES			
Do	Director, Division of Electric Power Regulation- Central.	.....do	CA	ES			
Do	Director, Division of Electric Power Regulation- West.	.....do	CA	ES			
Do	Director, Division of Tariffs and Market Development - East.	.....do	CA	ES			
Do	Director, Division of Pipeline Regulation	.....do	CA	ES			
	Office of Energy Projects						
Do	Director	.....do	CA	ES			
Do	Deputy Director	.....do	CA	ES			
Do	Director, Hydropower Licensing	Vacant		ES			
Do	Director, Hydropower Administration and Compliance.	Career Incumbent	CA	ES			
Do	Director, Gas Environment and Engineering	.....do	CA	ES			
	Office of Enforcement						
Do	Director	Norman C. Bay	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Director, Investigations	.....do	CA	ES			
Do	Director and Chief Accountant, Audits Division.	.....do	CA	ES			

FEDERAL ENERGY REGULATORY COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director, Division of Energy Market Oversight.	Career Incumbent	CA	ES	.....	.....	
Do	Director, Division of Analytics and Surveillance.	.....do	CA	ES	.....	.....	
	Office of Electric Reliability						
Do	Director	.....do	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
Do	Director, Division of Compliance	.....do	CA	ES	.....	.....	
Do	Director, Division of Logistics and Security	.....do	CA	ES	.....	.....	
Do	Director, Division of Reliability Standards	.....do	CA	ES	.....	.....	
Do	Director, Division of Engineering, Planning, and Operations.	.....do	CA	ES	.....	.....	
	Office of Administrative Litigation						
Do	Director	.....do	CA	ES	.....	.....	
Do	Director, Technical Division I	.....do	CA	ES	.....	.....	
Do	Director, Technical Division II	.....do	CA	ES	.....	.....	
Do	Director, Legal Division	.....do	CA	ES	.....	.....	
	Office of the Executive Director						
Do	Executive Director	.....do	CA	ES	.....	.....	
Do	Deputy Executive Director	Vacant	.....	ES	.....	.....	
Do	Chief Information Officer	Career Incumbent	CA	ES	.....	.....	
Do	Chief Human Capital Officer	.....do	CA	ES	.....	.....	
Do	Chief Financial Officer	.....do	CA	ES	.....	.....	
	Office of Energy Policy and Innovation						
Do	Director	.....do	CA	ES	.....	.....	
Do	Deputy Director	.....do	CA	ES	.....	.....	
Do	Director, Economic and Technical Analysis	.....do	CA	ES	.....	.....	
Do	Director, Policy Development	.....do	CA	ES	.....	.....	
	Office of the Secretary						
Do	Secretary of the Commission	.....do	CA	ES	.....	.....	

FEDERAL FINANCIAL INSTITUTIONS EXAMINATION COUNCIL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	APPRAISAL SUBCOMMITTEE						
Washington, DC	Executive Director	Career Incumbent	CA	SL	$158,329	.....	

FEDERAL HOUSING FINANCE AGENCY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Vacant	PAS	EX	.....	.....	
Do	Confidential Assistant	Joyce L. Lewis	SC	OT	$99,500	.....	07/12/12

FEDERAL LABOR RELATIONS AUTHORITY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Carol W. Pope	PAS	EX	IV	5 Years	07/01/09
	OFFICE OF MEMBER						
Do	Member	Ernest W. Dubester	PAS	EX	V	5 Years	07/29/12
Do	.....do	Vacant	PAS	EX	V	5 Years	07/01/15
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Julia Akins Clark	PAS	EX	V	5 Years	08/07/14
	FEDERAL SERVICE IMPASSES PANEL						
Do	Chair, Federal Service Impasses Panel	Mary E. Jacksteit	PA	SL	$162,900	5 Years	01/10/14
Do	Member, Federal Service Impasses Panel	Vacant	PA	SL	$162,900	5 Years	01/10/17
Do	.....do	.....do	PA	SL	$162,900	5 Years	01/10/17
Do	.....do	Barbara B. Franklin	PA	SL	$162,900	5 Years	01/10/15

FEDERAL LABOR RELATIONS AUTHORITY—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Member, Federal Service Impasses Panel	Edward F. Hartfield	PA	SL	$162,900	5 Years	01/10/15
Do	.....do	Martin Howard Malin	PA	SL	$162,900	5 Years	01/10/14
Do	.....do	Donald S. Wasserman	PA	SL	$162,900	5 Years	01/10/14
	FOREIGN SERVICE LABOR RELATIONS						
Do	Member	Earle W. Hockenberry, Jr.	XS	SL	$162,900	3 Years	08/16/15
Do	.....do	Stephen R. Ledford	XS	SL	$162,900	3 Years	08/16/15

FEDERAL MARITIME COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE MEMBERS						
Washington, DC	Chairman	Richard A. Lidinsky, Jr.	PAS	EX	III	5 Years	
Do	Member	Joseph E. Brennan	PAS	EX	IV	5 Years	
Do	.....do	Mario Cordero	PAS	EX	IV	5 Years	
Do	.....do	Michael A. Khouri	PAS	EX	IV	5 Years	
Do	.....do	Rebecca F. Dye	PAS	EX	IV	5 Years	
Do	Chief of Staff	Vacant	.....	ES	.....	.....	
Do	Counsel to the Commissioner	Edward L. Lee, Jr.	SC	GS	15	.....	
Do	Counsel	Steven Najarian	SC	GS	15	.....	
	Office of the General Counsel						
Do	General Counsel	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF THE MANAGING DIRECTOR						
Do	Managing Director	.....do	CA	ES	.....	.....	

FEDERAL MEDIATION AND CONCILIATION SERVICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Washington, DC	Director	George H. Cohen	PAS	EX	III	.....	
Do	Deputy Director (Field Operations)	Career Incumbent	CA	ES	.....	.....	
Do	Chief Financial Officer	.....do	CA	ES	.....	.....	
Do	National Representative	Vacant	.....	ES	.....	.....	
	Office of the Deputy Director						
Independence, OH	Director of Field Operations	.....do	.....	ES	.....	.....	

FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Mary Lucille Jordan	PA	EX	III	.....	08/30/14
Do	Senior Policy Advisor	John McWilliam	TA	ES	.....	.....	01/29/14
Do	Confidential Assistant	Mariel L. De la Cruz	SC	GS	9	.....	08/30/14
Do	Attorney Advisor (General)	Elizabeth Sarah Symonds	SC	GS	15	.....	08/30/14
	OFFICE OF THE COMMISSIONERS						
Do	Commissioner	Michael G. Young	PAS	EX	IV	.....	08/30/14
Do	.....do	Robert F. Cohen, Jr.	PAS	EX	IV	.....	08/30/12
Do	.....do	Michael F. Duffy	PAS	EX	IV	.....	08/30/12
Do	.....do	Patrick K. Nakamura	PAS	EX	IV	.....	08/30/16
Do	Confidential Assistant	Pamela I. Chisholm	SC	GS	11	.....	08/30/16
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Career Incumbent	CA	ES	.....	.....	

FEDERAL RESERVE SYSTEM

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Ben Bernanke	PAS	EX	I	4 Years	01/31/14
Do	Vice Chairman	Janet Yellen	PAS	EX	II	4 Years	
Do	Governor	Jerome Powell	PAS	EX	II	14 Years	01/31/14
Do	.....do	Sarah Raskin	PAS	EX	II	14 Years	01/31/16
Do	.....do	Jeremy Stein	PAS	EX	II	14 Years	01/31/18
Do	.....do	Elizabeth Duke	PAS	EX	II	14 Years	
Do	.....do	Daniel Tarullo	PAS	EX	II	14 Years	01/31/22

FEDERAL RETIREMENT THRIFT INVESTMENT BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Board Chairman	Michael D. Kennedy	PAS	OT	.....	4 Years	09/25/14
Do	Board Member	Terrance A. Duffy	PAS	OT	.....	3 Years	10/11/07
Do	.....do	Dana K. Bilyeu	PAS	OT	.....	3 Years	10/11/15
Do	.....do	Ronald McCray	PAS	OT	.....	3 Years	09/25/16
Do	.....do	David Jones	PAS	OT	.....	3 Years	10/11/14
Do	Executive Director	Gregory Long	XS	EX	III	.....	
Do	General Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Director of External Affairs	.....do	CA	ES	.....	.....	
Do	Director, Office of Enterprise Planning	.....do	CA	ES	.....	.....	
Do	Director, Office of Investments	.....do	CA	ES	.....	.....	
Do	Director, Office of Benefits	.....do	CA	ES	.....	.....	
Do	Chief Information Officer	.....do	CA	ES	.....	.....	

FEDERAL TRADE COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Jonathan D. Leibowitz	PAS	EX	III	7 Years	09/25/17
Do	Commissioner	Maureen K. Ohlhausen	PAS	EX	IV	7 Years	09/25/18
Do	.....do	Julie S. Brill	PAS	EX	IV	7 Years	09/25/16
Do	.....do	Edith Ramirez	PAS	EX	IV	7 Years	09/25/15
Do	.....do	J. Thomas Rosch	PAS	EX	IV	7 Years	09/25/12
Do	Secretary	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Policy Planning	Vacant	.....	ES	.....	.....	
Do	Director, Office of Public Affairs	Cecelia J. Prewett	NA	ES	.....	.....	
Do	Confidential Assistant	June R. Young	SC	GS	12	.....	
	OFFICE OF EXECUTIVE DIRECTOR						
Do	Executive Director	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Executive Director	.....do	CA	ES	.....	.....	
Do	Chief Financial Officer	.....do	CA	ES	.....	.....	
Do	Chief Human Capital Officer	.....do	CA	ES	.....	.....	
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Willard K. Tom	NA	ES	.....	.....	
Do	Principal Deputy General Counsel	Career Incumbent	CA	ES	.....	.....	
Do	Deputy General Counsel for Litigation	.....do	CA	ES	.....	.....	
Do	Deputy General Counsel for Legal Counsel	.....do	CA	ES	.....	.....	
	OFFICE OF INTERNATIONAL AFFAIRS						
Do	Director, Office of International Affairs	.....do	CA	ES	.....	.....	
Do	Deputy Director for International Technical Assistance.	.....do	CA	ES	.....	.....	
	BUREAU OF COMPETITION						
Do	Director, Bureau of Competition	Richard A. Feinstein	NA	ES	.....	.....	
Do	Deputy Director, Bureau of Competition	Peter J. Levitas	NA	ES	.....	.....	
Do	.....do	Norman A. Armstrong, Jr.	NA	ES	.....	.....	
Do	Assistant Director for Policy and Coordination.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Director for Mergers I	.....do	CA	ES	.....	.....	
Do	Assistant Director for Mergers II	.....do	CA	ES	.....	.....	
Do	Assistant Director for Mergers III	.....do	CA	ES	.....	.....	
Do	Assistant Director for Mergers IV	.....do	CA	ES	.....	.....	
Do	Assistant Director for Health Care	Vacant	.....	ES	.....	.....	
Do	Assistant Director for Compliance	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Director for Anticompetitive Practices.	.....do	CA	ES	.....	.....	

FEDERAL TRADE COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	BUREAU OF CONSUMER PROTECTION						
Washington, DC	Director, Bureau of Consumer Protection	Vacant		ES			
Do	Deputy Director, Bureau of Consumer Protection.	do		ES			
Do	do	Charles A. Harwood	NA	ES			
Do	Associate Director for Privacy and Identity Protection.	Career Incumbent	CA	ES			
Do	Associate Director for Advertising Practices	do	CA	ES			
Do	Associate Director for Marketing Practices	do	CA	ES			
Do	Associate Director for Financial Practices	do	CA	ES			
Do	Associate Director for Consumer and Business Education.	do	CA	ES			
Do	Associate Director for Planning and Information.	do	CA	ES			
Do	Associate Director for Enforcement	do	CA	ES			
	BUREAU OF ECONOMICS						
Do	Director, Bureau of Economics	Vacant		ES			
Do	Deputy Director for Research and Development and Operations.	Career Incumbent	CA	ES			
Do	Deputy Director for Antitrust	do	CA	ES			
Do	Deputy Director for Consumer Protection	do	CA	ES			

GENERAL SERVICES ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ADMINISTRATOR						
Washington, DC	Administrator	Vacant	PAS	EX	III		
Do	Deputy Administrator	Susan F. Brita	NA	ES			
Do	Chief of Staff	Michael J. Robertson	NA	ES			
Do	Senior Advisor to the Administrator and Chief Acquisition Officer.	Anne E. Rung	NA	ES			
Do	White House Liaison	Gregory M. Mecher	SC	GS	15		
Do	Communications Director	Betsaida Alcantara	SC	GS	15		
Do	Deputy Press Secretary	Daniel Cruz	SC	GS	12		
Do	Director of Policy - Emergency Management	Matthew T. Toner	SC	GS	14		
Do	Director of Public Engagement	Jonathan A. Shapiro	SC	GS	12		
Do	Special Assistant to the Chief of Staff	Faith A. Rogers	SC	GS	9		
	FEDERAL ACQUISITION SERVICE						
Arlington, VA	Commissioner	Career Incumbent	CA	ES			
Do	Deputy Commissioner	do	CA	ES			
Do	Associate Commissioner for Strategic Innovations.	Lena E. Trudeau	TA	ES			10/30/14
	PUBLIC BUILDINGS SERVICE						
Washington, DC	Commissioner	Vacant		ES			
Do	Deputy Commissioner	Career Incumbent	CA	ES			
Do	Associate Commissioner	Desa Sealy	NA	ES			
Do	do	David H. Ehrenwerth	NA	ES			
	OFFICE OF GOVERNMENTWIDE POLICY						
Do	Associate Administrator	Career Incumbent	CA	ES			
Do	Principal Deputy Associate Administrator	Vacant		ES			
	OFFICE OF ADMINISTRATIVE SERVICES						
Do	Chief Administrative Services Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Administrative Services Officer	do	CA	ES			
Do	Special Advisor to the Chief Administrative Services Officer.	Bianca M. Oden	SC	GS	13		
	OFFICE OF COMMUNICATIONS AND MARKETING						
Do	Associate Administrator	Vacant		ES			
	OFFICE OF CITIZEN SERVICES AND INNOVATIVE TECHNOLOGIES						
Do	Associate Administrator	David L. McClure	NA	ES			
Do	Principal Deputy Associate Administrator	Kathy P. Conrad	NA	ES			
Do	Deputy Associate Administrator for Citizen Services.	Career Incumbent	CA	ES			
Do	Senior Advisor for Information Technology	do	CA	ES			

GENERAL SERVICES ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF GENERAL COUNSEL						
Washington, DC	General Counsel	Kris E. Durmer	NA	ES			
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	Associate General Counsel, General Law	.....do	CA	ES			
Do	Associate General Counsel, Real Property	.....do	CA	ES			
Do	Associate General Counsel, Personal Property	.....do	CA	ES			
Do	Regional Counsel	.....do	CA	ES			
San Francisco, CA	.....do	.....do	CA	ES			
	OFFICE OF CONGRESSIONAL AND INTERGOVERNMENTAL AFFAIRS						
Washington, DC	Associate Administrator	Rodney P. Emery	NA	ES			
Do	Deputy Associate Administrator for Legislative Affairs.	Lisa A. Austin	SC	GS	15		
Do	Legislative Policy Advisor	Brett J. Prather	SC	GS	13		
Do	Special Assistant	Joan M. Currie	SC	GS	13		
	OFFICE OF THE CHIEF INFORMATION OFFICER						
Do	Chief Information Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Information Officer	.....do	CA	ES			
	OFFICE OF SMALL BUSINESS UTILIZATION						
Do	Associate Administrator	Jiyoung C. Park	NA	ES			
Do	Special Assistant	Allison C. Pulliam	SC	GS	9		
	OFFICE OF CIVIL RIGHTS						
Do	Associate Administrator	Career Incumbent	CA	ES			
	REGIONAL ADMINISTRATORS						
	National Capital Region						
Washington, DC	Regional Administrator	Julia E. Hudson	NA	ES			
Do	Project Executive for Campus Development	Shapour Ebadi	TA	ES			08/28/13
	New England Region						
Boston, MA	Regional Administrator	Robert C. Zarnetske III	SC	GS	15		
Do	Special Assistant	Samir L. Randolph	SC	GS	11		
	Northeast and Caribbean Region						
New York, NY	Regional Administrator	Denise L. Pease	SC	GS	15		
Do	Special Assistant	Gita J. Stulberg	SC	GS	11		
	Mid-Atlantic Region						
Philadelphia, PA	Regional Administrator	Sara Manzano-Diaz	SC	GS	15		
	Southeast Sunbelt Region						
Atlanta, GA	Regional Administrator	Shyamsundar K. Reddy	SC	GS	15		
	Great Lakes Region						
Chicago, IL	Regional Administrator	Ann Lata P. Kalayil	SC	GS	15		
Do	Special Assistant	LaDarius R. Curtis	SC	GS	12		
	The Heartland Region						
Kansas City, MO	Regional Administrator	Jason O. Klumb	SC	GS	15		
Do	Special Assistant	Tanner D. Banion	SC	GS	11		
	Greater Southwest Region						
Fort Worth, TX	Special Assistant	Trista R. Allen	SC	GS	13		
	Rocky Mountain Region						
Denver, CO	Regional Administrator	Susan B. Damour	SC	GS	15		
	Pacific Rim Region						
San Francisco, CA	Regional Administrator	Ruth F. Cox	SC	GS	15		
Do	Special Assistant	Vannarith T. Tamom, Jr.	SC	GS	11		
	Northwest/Arctic Region						
Auburn, WA	Regional Administrator	George E. Northcroft	SC	GS	15		

GENERAL SERVICES ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Brian D. Miller	PAS	EX	III		

HARRY S. TRUMAN SCHOLARSHIP FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF EXECUTIVE SECRETARY						
Washington, DC	Executive Secretary	Andrew Owen Rich	XS	ES	.....	.....	

UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Director	Barbara J. Poppe	XS	AD	$145,700	.....	

INTER-AMERICAN FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	President	Robert Kaplan	XS	EX	IV	.....	
Washington, DC	Board Member (Chair)	John P. Salazar	PAS	OT	.....	6 Years	
Do	Board Member (Vice Chair)	Thomas J. Dodd	PAS	OT	.....	6 Years	
Do	Board Member	Eduardo Arriola	PAS	OT	.....	6 Years	
Do	.....do	J. Kelly Ryan	PAS	OT	.....	6 Years	
Do	.....do	Jack C. Vaughn, Jr.	PAS	OT	.....	6 Years	
Do	.....do	Roger W. Wallace	PAS	OT	.....	6 Years	
Do	.....do	Vacant	PAS	OT	.....	6 Years	
Do	.....do	.....do	PAS	OT	.....	6 Years	
Do	.....do	.....do	PAS	OT	.....	6 Years	

INTERNATIONAL BOUNDARY AND WATER COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
El Paso, TX	Commissioner	Edward Drusina	PA	EX	III	.....	

INTERNATIONAL BOUNDARY COMMISSION: UNITED STATES AND CANADA

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner	Vacant	PA	OT	.....	.....	

INTERSTATE COMMISSION ON THE POTOMAC RIVER BASIN

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Rockville, MD	Federal Commissioner	Jane Graeffe Witheridge ...	PA	OT	.....	.....	
Do	.....do	George Wesley Reiger	PA	OT	.....	.....	
Do	.....do	Vacant	PA	OT	.....	.....	

INTERNATIONAL JOINT COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner (Chair)	Lana B. Pollack	PAS	AD	.....	.....	
Rockville, MD	Commissioner	Dereth Glance	PAS	AD	.....	.....	
Do	.....do	Richard Moy	PAS	AD	.....	.....	

JAMES MADISON MEMORIAL FELLOWSHIP FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	President	Lewis Larsen	XS	GS	15	.....	

JAPAN-UNITED STATES FRIENDSHIP COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	JAPAN-UNITED STATES FRIENDSHIP COMMISSION						
Washington, DC	Executive Director	Career Incumbent	CA	ES	.....	.....	

JOHN F. KENNEDY CENTER

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Trustee	Colleen Bell	PAS	WC	.....	6 Years	09/01/13
Do	.....do	Judith Ann Eisenberg	PAS	WC	.....	6 Years	09/01/13
Do	.....do	C. Michael Kojaian	PAS	WC	.....	6 Years	09/01/13
Do	.....do	Donna G. Marriott	PAS	WC	.....	6 Years	09/01/13
Do	.....do	William Charles Powers	PAS	WC	.....	6 Years	09/01/13
Do	.....do	Leonard Sands	PAS	WC	.....	6 Years	09/01/13
Do	.....do	Nancy Goodman Brinker ...	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Donald J. Hall, Jr.	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Joan E. Hotchkis	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Herbert V. Kohler, Jr.	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Carl Lindner III	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Marilyn Carlson Nelson	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Robert F. Pence	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Duane R. Roberts	PAS	WC	.....	6 Years	09/01/14
Do	.....do	David Rubenstein	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Shirley Ryan	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Marc Stern	PAS	WC	.....	6 Years	09/01/14
Do	.....do	Vacant	PAS	WC	.....	6 Years	
Do	.....do	Gordon J. Davis	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Fred Eychaner	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Victoria Reggie Kennedy ...	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Cappy R. McGarr	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Charles B. Ortner	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Penny Pritzker	PAS	WC	.....	6 Years	09/01/16
Do	.....do	Adrienne Arsht	PAS	WC	.....	6 Years	09/01/18
Do	.....do	David C. Bohnett	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Giselle Fernandez	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Norma Lee Funger	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Caroline Kennedy	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Rebecca Pohlad	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Romesh Wadhwani	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Anthony Welters	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Elaine Wynn	PAS	WC	.....	6 Years	09/01/18
Do	.....do	Vacant	PAS	WC	.....	6 Years	
Do	.....do	.....do	PAS	WC	.....	6 Years	
Do	.....do	.....do	PAS	WC	.....	6 Years	

MARINE MAMMAL COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bethesda, MD	Chairman	Daryl Boness	PAS	AD	.....	.....	
Sausalito, CA	Commissioner	Frances Gulland	PAS	AD	.....	.....	
Encinitas, CA	.....do	Michael F. Tillman	PAS	AD	.....	.....	
Washington, DC	Executive Director	Timothy J. Ragen	XS	AD	$179,700	.....	

MEDICAID AND CHIP PAYMENT AND ACCESS COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Director	Vacant	XS	AD	.....	.....	
Do	Deputy Director, Operations, Finance and Mgmt.	Erin D. Singshinsuk	XS	AD	$163,000	.....	
Do	Director, Long-Term Services and Support	Ellen S. O'Brien	XS	AD	$155,000	.....	
Do	Director, Eligibility, Enrollment, and Benefits	Christopher L. Peterson	XS	AD	$160,000	.....	
Do	Principal Analyst	Mary E. Stahlman	XS	AD	$164,299	.....	

MEDICARE PAYMENT ADVISORY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Director	Mark E. Miller	XS	AD	$171,000	.....	
Do	Deputy Director	James E. Mathews	XS	AD	$162,800	.....	
Do	Principal Policy Analyst	Carol L. Carter	XS	AD	$161,000	.....	
Do	.....do	David V. Glass	XS	AD	$148,000	.....	
Do	.....do	Scott C. Harrison	XS	AD	$156,000	.....	
Do	.....do	Kevin J. Hayes	XS	AD	$157,600	.....	
Do	.....do	Nancy F. Ray	XS	AD	$157,600	.....	
Do	.....do	John M. Richardson	XS	AD	$151,000	.....	
Do	.....do	Jeffrey T. Stensland	XS	AD	$155,000	.....	

MERIT SYSTEMS PROTECTION BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE BOARD, CHAIRMAN						
Washington, DC	Chairman	Susan Tsui Grundmann	PAS	EX	III	.....	03/01/16
Do	Chief of Staff	Steven V. Lenkart	NA	ES	.....	.....	
Do	Chief Counsel	Lynore M. Carnes	NA	ES	.....	.....	
Do	Special Advisor to the Board	Career Incumbent	CA	ES	.....	.....	
	Office of the Board, Vice Chairman						
Do	Vice Chairman	Anne Marie Wagner	PAS	EX	IV	.....	03/01/14
Do	Chief Counsel	Bernard E. Doyle	NA	ES	.....	.....	
	Office of the Board, Member						
Do	Member	Mark A. Robbins	PAS	EX	IV	.....	03/01/18
Do	Chief Counsel	Vacant	.....	ES	.....	.....	
	Office of Appeals Counsel						
Do	Director	.....do	.....	ES	.....	.....	
	Office of the General Counsel						
Do	General Counsel	James M. Eisenmann	NA	ES	.....	.....	

MILLENNIUM CHALLENGE CORPORATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Board Member	Mark A. Green	PAS	OT	$155,500	3 Years	12/28/13
Do	.....do	Alan J. Patricof	PAS	OT	$155,500	2 Years	12/28/12
Do	.....do	Vacant	PAS	OT	.....	.....	
Do	.....do	.....do	PAS	OT	.....	.....	
	OFFICE OF THE CHIEF EXECUTIVE OFFICER						
Do	Chief Executive Officer	Daniel W. Yohannes	PAS	EX	II	.....	
Do	Senior Advisor to CEO	Cassandra Q. Butts	PA	AD	$172,500	.....	
Do	Senior Investment Risk Officer	Frances S. Reid	XS	AD	$172,000	.....	
Do	Chief of Staff	Steven M. Kaufmann	PA	AD	$175,000	.....	
	DEPARTMENT OF POLICY AND EVALUATION						
Do	Vice President	Sheila W. Herrling	PA	AD	$173,500	.....	
Do	Deputy Vice President	James F. Parks	PA	AD	$170,200	.....	
	OFFICE OF THE GENERAL COUNSEL						
Do	Vice President and General Counsel	Melvin F. Williams	PA	AD	$172,500	.....	
Do	Deputy General Counsel	Henry C. Pitney	XS	OT	$170,200	.....	

MILLENNIUM CHALLENGE CORPORATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	DEPARTMENT OF ADMINISTRATION AND FINANCE						
Washington, DC	Vice President	Chantale Y. Wong	PA	AD	$172,000		
Do	Deputy Vice President	Margaret L. Yao	PA	AD	$170,200		
	DEPARTMENT OF CONGRESSIONAL AND PUBLIC AFFAIRS						
Do	Vice President	Thomas C. Cooper	PA	AD	$171,500		
Do	Managing Director (Public Affairs)	Nasserie M. Carew	XS	AD	$150,000		
Do	Managing Director (Congressional Affairs)	James Mazzarella	XS	AD	$165,060		
	DEPARTMENT OF COMPACT DEVELOPMENT						
Do	Vice President	Patrick C. Fine	PA	AD	$175,000		
Do	Deputy Vice President (ESA)	Andrew J. Mayock	PA	AD	$165,000		
Do	Deputy Vice President (EAPLA)	Thomas F. Hurley	XS	AD	$170,200		
Do	Deputy Vice President (WA)	Jonathan O. Bloom	XS	AD	$170,200		

MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Tucson, AZ	Trustee	Eric D. Eberhard	PAS	WC		6 Years	
Do	.....do	Anne J. Udall	PAS	WC		6 Years	
Do	.....do	Robert Lance Boldrey	PAS	WC		6 Years	05/26/13
Do	.....do	Michael A. Butler	PAS	WC		6 Years	
Do	.....do	Diane J. Humetewa	PAS	WC		6 Years	
Do	.....do	Stephen M. Prescott, M.D.	PAS	WC		6 Years	
Do	.....do	D. Michael Rappoport	PAS	WC		6 Years	
Do	.....do	Bradley Udall	PAS	WC		6 Years	
Do	.....do	Vacant	PAS	WC		6 Years	

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ADMINISTRATOR						
Washington, DC	Administrator	Charles F. Bolden, Jr.	PAS	EX	II		
Do	Deputy Administrator	Lori B. Garver	PAS	EX	III		
Do	Chief of Staff	David P. Radzanowski	NA	ES			
Do	Deputy Chief of Staff	Michael French	NA	ES			
Do	White House Liaison	Vacant		ES			
Do	Executive Officer	Brett E. Silcox	SC	GS	14	3 Years	
Do	Senior Advisor	James Terry Edmonds	SC	GS	15	3 Years	
	OFFICE OF THE CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	Elizabeth Mayer Robinson	PAS	EX	IV		
	OFFICE OF THE CHIEF INFORMATION OFFICER						
Do	Chief Information Officer	Career Incumbent	CA	ES			
	OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER						
Do	Chief Health and Medical Officer	.....do	CA	ES			
	OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY						
Do	Associate Administrator	.....do	CA	ES			
	OFFICE OF EDUCATION						
Do	Associate Administrator	.....do	CA	ES			
	OFFICE OF GENERAL COUNSEL						
Do	General Counsel	.....do	CA	ES			
Do	Deputy General Counsel	Vacant		ES			
Do	Associate General Counsel (General Law Practice Group).	Career Incumbent	CA	ES			
Do	Associate General Counsel (Contracts)	.....do	CA	ES			
Do	Associate General Counsel (Commercial/Intellectual Property Law Group).	.....do	CA	ES			
Do	Special Assistant	William J. Donovan	SC	GS	11		

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF LEGISLATIVE AND INTERGOVERNMENTAL AFFAIRS						
Washington, DC	Associate Administrator	Lance S. Statler	NA	ES			
Do	Legislative Affairs Specialist	Rashawn L. Mitchell	SC	GS	9	3 Years	
Do	do	Shannon Gabrielle Valley	SC	GS	9	3 Years	
	OFFICE OF COMMUNICATIONS						
Do	Associate Administrator	David Scott Weaver	NA	ES			
Do	Deputy Associate Administrator for Public Outreach.	Alan Michael Ladwig	NA	ES			
Do	Deputy Assistant Administrator for Public Affairs.	Career Incumbent	CA	ES			
Do	Managing Editor	do	CA	ES			
Do	Special Assistant	Sarah Rebecca Ramsey	SC	GS	14	3 Years	
Do	Press Secretary	Lauren Brooke Worley	SC	GS	12	3 Years	
	OFFICE OF SMALL BUSINESS PROGRAMS						
Do	Associate Administrator	Career Incumbent	CA	ES			
	AERONAUTICS RESEARCH MISSION DIRECTORATE						
Do	Associate Administrator	do	CA	ES			
	SCIENCE MISSION DIRECTORATE						
Do	Associate Administrator	John Mace Grunsfeld	TA	ES			01/05/13
	HUMAN EXPLORATION AND OPERATIONS MISSION DIRECTORATE						
Do	Associate Administrator	Career Incumbent	CA	ES			
	MISSION SUPPORT DIRECTORATE						
	Office of Internal Controls and Management Systems						
Washington, DC	Assistant Administrator	Career Incumbent	CA	GS	15		
	AMES RESEARCH CENTER						
Moffett Field, CA	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	DRYDEN FLIGHT RESEARCH CENTER						
Edwards Air Force Base, CA.	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	GLENN RESEARCH CENTER						
Cleveland, OH	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	GODDARD SPACE FLIGHT CENTER						
Greenbelt, MD	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	JOHNSON SPACE CENTER						
Houston, TX	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	KENNEDY SPACE CENTER						
Kennedy Space Center, FL.	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	LANGLEY RESEARCH CENTER						
Hampton, VA	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	MARSHALL SPACE FLIGHT CENTER						
Huntsville, AL	Director	do	CA	ES			
Do	Chief Counsel	do	CA	ES			
	STENNIS SPACE CENTER						
Bay St. Louis, MS	Director	do	CA	ES			
Do	Chief Counsel	Vacant		ES			

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Paul K. Martin	PAS	ES	.....	.....	

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	ARCHIVIST OF UNITED STATES AND DEPUTY ARCHIVIST OF THE UNITED STATES						
College Park, MD ..	Archivist of the United States	David Sean Ferriero	PAS	EX	III	.....	
	General Counsel						
Do	General Counsel	Career Incumbent	CA	ES	.....	.....	
	Congressional and Legislative Affairs Staff						
Do	Director	.....do	CA	ES	.....	.....	
	Office of the Chief Operating Officer						
Washington, DC	Director, Information Security Oversight Office.	.....do	CA	ES	.....	.....	
College Park, MD ..	Director, Records Center Programs	.....do	CA	ES	.....	.....	
Do	Deputy Chief Information Officer	Vacant	.....	ES	.....	.....	
Do	Director, Preservation Programs	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office of Government Information Services.	.....do	CA	ES	.....	.....	
Do	Director, National Declassification Center	.....do	CA	ES	.....	.....	
Atlanta, GA	Director, Jimmy Carter Library	Jay E. Hakes	XS	SL	$165,300	.....	
Simi Valley, CA	Director, Ronald Reagan Library	R. Duke Blackwood	XS	SL	$165,300	.....	
Boston, MA	Director, John F. Kennedy Library	Thomas J. Putnam	XS	SL	$148,225	.....	
Ann Arbor, MI	Director, Gerald R. Ford Library	Elaine K. Didier	XS	SL	$163,554	.....	
College Station, TX	Director, George Bush Library	Warren Finch	XS	SL	$143,303	.....	
Austin, TX	Director, Lyndon B. Johnson Library	Mark Updegrove	XS	SL	$165,300	.....	
Little Rock, AR	Director, William J. Clinton Library	Mary T. Garner	XS	SL	$140,679	.....	
Yorba Linda, CA	Director, Richard M. Nixon Library	Vacant	XS	SL	.....	.....	
Lewisville, TX	Director, George W. Bush Library	Alan C. Lowe	XS	SL	$165,300	.....	
West Branch, IA	Director, Herbert Hoover Library	Thomas F. Schwartz	XS	SL	$135,000	.....	

NATIONAL CAPITAL PLANNING COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	L. Preston Bryant, Jr.	PA	OT	.....	.....	01/01/13
Do	Commission Member	John M. Hart	PA	OT	.....	.....	01/04/15
Do	.....do	Elizabeth Ann White	PA	OT	.....	.....	01/01/17

NATIONAL COUNCIL ON DISABILITY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Jonathan M. Young	PAS	OT	.....	3 Years	
Do	Member	Gary H. Blumenthal	PAS	OT	.....	3 Years	
Do	.....do	Sara A. Gelser	PAS	OT	.....	3 Years	
Do	.....do	Matan A. Koch	PAS	OT	.....	3 Years	
Do	.....do	Ari Ne'Eman	PAS	OT	.....	3 Years	
Do	.....do	Clyde E. Terry	PAS	OT	.....	3 Years	
Do	.....do	Linda Wetters	PAS	OT	.....	3 Years	
Do	.....do	Stephanie Orlando	PAS	OT	.....	3 Years	
Do	.....do	Chester A. Finn	PAS	OT	.....	3 Years	
Do	.....do	Lonnie C. Moore	PAS	OT	.....	3 Years	
Do	.....do	Fernando M. Torres-Gil	PAS	OT	.....	3 Years	
Do	.....do	Kamilah O. Martin-Proctor	PAS	OT	.....	3 Years	
Do	.....do	Pamela Y. Holmes	PAS	OT	.....	3 Years	
Do	.....do	Dongwoo J. Pak	PAS	OT	.....	3 Years	
Do	.....do	Janice L. Lehrer-Stein	PAS	OT	.....	3 Years	

NATIONAL CREDIT UNION ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Alexandria, VA	Chairman	Deborah Matz	PAS	EX	III	6 Years	
Do	Chief of Staff	John Steven Bosack	SC	OT	$191,155		
Do	Director, Public and Congressional Affairs/ Chief Policy Advisor to the Chairman.	Todd M. Harper	SC	OT	$234,999		
Do	Staff Assistant	Angela Sanders	SC	OT	$84,049		
	OFFICE OF THE BOARD						
Do	Board Member (Vice Chair)	Christiane Gigi Hyland	PAS	EX	IV	6 Years	
Do	Board Member	Michael E. Fryzel	PAS	EX	IV	6 Years	
Do	Senior Policy Advisor	Gary Kohn	SC	OT	$191,155		
Do	.....do	Sarah Dee Vega	SC	OT	$191,155		
Do	Staff Assistant	Donna G. Giobbi	SC	OT	$80,121		
Do	.....do	Katie M. Supples	SC	OT	$60,091		

NATIONAL FOUNDATION ON THE ARTS AND HUMANITIES

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	INSTITUTE OF MUSEUM AND LIBRARY SERVICES						
Washington, DC	Director	Susan Hodge Hildreth	PAS	EX	III	4 Years	01/23/15
	National Museum and Library Services Board						
Do	Member	Katherine M B Berger	PAS	OT	$100	5 Years	12/29/12
Do	.....do	Julia W. Bland	PAS	OT	$100	5 Years	03/17/13
Do	.....do	Karen Brosius	PAS	OT		5 Years	12/29/12
Do	.....do	Janet G. Cellucci	PAS	OT	$100	5 Years	03/17/13
Do	.....do	John Francis Coppola	PAS	OT	$100	5 Years	06/24/15
Do	.....do	William J. Hagenah	PAS	OT	$100	5 Years	03/17/13
Do	.....do	Carla Diane Hayden	PAS	OT	$100	5 Years	06/24/15
Do	.....do	Mark Y. Herring	PAS	OT	$100	5 Years	03/17/13
Do	.....do	Ioannis N. Miaoulis	PAS	OT	$100	5 Years	01/02/13
Do	.....do	Mary Rose Minow	PAS	OT	$100	5 Years	10/18/15
Do	.....do	Douglas G. Myers	PAS	OT	$100	5 Years	11/30/12
Do	.....do	Christina Orr-Cahall	PAS	OT	$100	5 Years	01/02/13
Do	.....do	Jeffrey H. Patchen	PAS	OT		5 Years	12/11/12
Do	.....do	Lotsee F. Patterson	PAS	OT		5 Years	11/18/12
Do	.....do	Harry Robinson, Jr.	PAS	OT	$100	5 Years	02/15/11
Do	.....do	Lawrence Joseph Pijeaux, Jr..	PAS	OT	$100	5 Years	06/24/15
Do	.....do	Katina Strauch	PAS	OT	$100	5 Years	12/20/12
Do	.....do	D. Winston Tabb	PAS	OT	$100	5 Years	06/24/15
Do	.....do	Robert Wedgeworth, Jr.	PAS	OT	$100	5 Years	06/24/15
Do	.....do	Sandra J. Pickett	PAS	OT	$100	5 Years	05/18/12
	NATIONAL ENDOWMENT FOR THE ARTS						
Do	Chairman	Fredric Landesman	PAS	EX	III		
Do	Executive Director, Presidents Committee on the Arts and the Humanities.	Vacant		ES			
Do	Chief of Staff and Director of Public Affairs	Jamie L. Bennett	NA	ES			
Do	Senior Deputy Chairman	Joan Shigekawa	NA	ES			
Do	Senior Advisor for Program Innovation	William O Brien	NA	ES			
Do	Arts Education Counselor to the Senior Deputy Chairman.	Elisabeth F. Leach	SC	GS	15		
Do	Scheduler	Wendy G. Beren	SC	GS	11		
Do	White House and Congressional Liaison	Michael John Griffin	SC	GS	14		
Do	Special Assistant for Congressional Affairs	Elizabeth Miller	SC	GS	9		
Do	Confidential Assistant to the Chief of Staff	Sasha Daniela Burger	SC	GS	9		
Do	Senior Advisor to the Chairman and Director of Strategic Partnerships.	Daniel Berman Lurie	SC	GS	15		
	Presidents Committee on the Arts and Humanities						
Do	Executive Director	Rachel Eva Goslins	NA	ES			
	NATIONAL ENDOWMENT FOR THE HUMANITIES						
Do	Chairman	James A. Leach	PAS	EX	III	4 Years	
Do	Deputy Chairman	Career Incumbent	CA	ES			
Do	General Counsel	.....do	CA	ES			
Do	Assistant Chairman for Programs	.....do	CA	ES			

NATIONAL FOUNDATION ON THE ARTS AND HUMANITIES—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Assistant Chairman for Partnership and Strategic Initiatives.	Evagren O. Caldera	NA	ES	.....	.....	
Do	Chief Information Officer	.....do	CA	ES	.....	.....	
Do	Director, Office of Challenge Grants	.....do	CA	ES	.....	.....	
Do	Director, Federal/State Partnership	.....do	CA	ES	.....	.....	
Do	Director, Division of Preservation and Access	.....do	CA	ES	.....	.....	
Do	Director, Division of Public Programs	Vacant	.....	ES	.....	.....	
Do	Director, Division of Research Programs	.....do	.....	ES	.....	.....	
Do	Deputy Director, President's Committee on the Arts and the Humanities.	Career Incumbent	CA	ES	.....	.....	
Do	Director, White House and Congressional Affairs.	Courtney M. Chapin	NA	ES	.....	.....	
Do	Director of Communications	Judith M. Havemann	SC	GS	15	.....	
Do	Special Assistant	Claire Elliott Noble	SC	GS	7	.....	
Do	.....do	Andrew Simon	SC	GS	7	.....	
Do	Council Member	Rolena K. Adorno	PAS	AD	.....	.....	
Do	.....do	Adele L. Alexander	PAS	AD	.....	.....	
Do	.....do	Albert J. Beveridge	PAS	AD	.....	.....	
Do	.....do	Allison Blakely	PAS	AD	.....	.....	
Do	.....do	Constance M. Carroll	PAS	AD	.....	.....	
Do	.....do	Jamsheed Chosky	PAS	AD	.....	.....	
Do	.....do	Cathy N. Davidson	PAS	AD	.....	.....	
Do	.....do	Dawn H. Delbanco	PAS	AD	.....	.....	
Do	.....do	Jane M. Doggett	PAS	AD	.....	.....	
Do	.....do	Paula B. Duffy	PAS	AD	.....	.....	
Do	.....do	Jean B. Elshtain	PAS	AD	.....	.....	
Do	.....do	Gary D. Glenn	PAS	AD	.....	.....	
Do	.....do	Allen Guelzo	PAS	AD	.....	.....	
Do	.....do	Mary Habeck	PAS	AD	.....	.....	
Do	.....do	David M. Hertz	PAS	AD	.....	.....	
Do	.....do	Marvin Krislov	PAS	AD	.....	.....	
Do	.....do	Iris Love	PAS	AD	.....	.....	
Do	.....do	Robert S. Martin	PAS	AD	.....	.....	
Do	.....do	Wilfred M. McClay	PAS	AD	.....	.....	
Do	.....do	Ricardo J. Quinones	PAS	AD	.....	.....	
Do	.....do	Carol M. Swain	PAS	AD	.....	.....	
Do	.....do	Martha W. Weinberg	PAS	AD	.....	.....	
Do	.....do	Kenneth R. Weinstein	PAS	AD	.....	.....	
Do	.....do	Jay Winik	PAS	AD	.....	.....	
Do	.....do	Christopher Merrill	PAS	AD	.....	.....	

NATIONAL ENDOWMENT FOR THE HUMANITIES OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Vacant	.....	ES	.....	.....	

NATIONAL LABOR RELATIONS BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE BOARD MEMBERS						
Washington, DC	Chairman	Mark Gaston Pearce	PAS	EX	III	.....	
Do	Board Member	Terence Francis Flynn	PAS	EX	IV	.....	
Do	.....do	Richard Griffin, Jr.	PAS	EX	IV	.....	
Do	.....do	Sharon I. Block	PAS	EX	IV	.....	
Do	.....do	Brian E. Hayes	PAS	EX	IV	.....	
Do	Chief Counsel to Board Member (Chairman)	Kent Y. Hirozawa	NA	ES	.....	.....	
Do	Chief Counsel to Board Member	James R. Murphy	NA	ES	.....	.....	
Do	.....do	John F. Colwell	NA	ES	.....	.....	
Do	.....do	Peter J. Carlton	NA	ES	.....	.....	
Do	.....do	Peter D. Winkler	NA	ES	.....	.....	
Do	Deputy Chief Counsel to Board Member	Career Incumbent	CA	ES	.....	.....	
Do	Director, Office Representation Appeals and Advice.	.....do	CA	ES	.....	.....	
Do	Solicitor	.....do	CA	ES	.....	.....	
Do	Deputy Chief Counsel to Board Member	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	
Do	.....do	.....do	CA	ES	.....	.....	

NATIONAL LABOR RELATIONS BOARD—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Executive Assistant to the Chairman	Robert Schiff	NA	ES			
Do	Deputy Chief Counsel to Chairman	Career Incumbent	CA	ES			
Do	Deputy Chief Counsel to Board Member	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
	OFFICE OF THE GENERAL COUNSEL						
Do	Acting General Counsel	Lafe E. Solomon	PAS	EX	IV		
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	Assistant General Counsel (Legal) (Chair, NLRB Restructuring Committee).	Jennifer Ann Abruzzo	TA	ES			04/06/13
Do	Associate General Counsel, Division of Enforcement Litigation.	Career Incumbent	CA	ES			

NATIONAL MEDIATION BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Linda A. Puchala	PAS	EX	III		
Do	Board Member	Harry R. Hoglander	PAS	EX	IV		
Do	.....do	Vacant	PAS	EX			
Do	General Counsel	Career Incumbent	CA	ES			
Do	Confidential Assistant	Olybia Mandes Angelopoulos.	SC	GS	12		
Do	.....do	Robin Ann Stein	SC	GS	12		

NATIONAL SCIENCE FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Arlington, VA	Director	Subra Suresh	PAS	EX	II		10/17/16
Do	Deputy Director	Cora B. Marrett	PAS	EX	III		
Do	Senior Advisor	Career Incumbent	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Senior Advisor for Strategic Initiatives	Dedric Antonio Carter	TA	ES			01/13/15
	Office of Cyberinfrastructure						
Do	Office Head	Vacant	.....	ES			
Do	Deputy Office Head	Mark A. Suskin	TA	ES			07/20/13
	Office of the General Counsel						
Do	General Counsel	Career Incumbent	CA	ES			
	Office of Legislative and Public Affairs						
Do	Office Head	Judith B. Gan	TA	ES			12/02/14
Do	Director, Division of Legislative Affairs	Vacant	.....	ES			
Do	Director, Division of Public Affairs	.....do	.....	ES			
Do	Senior Advisor	.....do	.....	ES			
	Office of Integrative Activities						
Do	Office Head	.....do	.....	ES			
Do	Senior Advisor	.....do	.....	ES			
Do	Head Experimental Programs to Stimulate Competitive Research.	.....do	.....	ES			
	Office of International Science and Engineering						
Do	Office Head	Career Incumbent	CA	ES			
Do	Executive Officer	David M. Stonner	TA	ES			07/20/13
	OFFICE OF POLAR PROGRAMS						
Do	Office Head	Career Incumbent	CA	ES			
Do	Deputy Office Head	Vacant	.....	ES			
	Antarctic Infrastructure and Logistics Division						
Do	Deputy Division Director	.....do	.....	ES			
	Antarctic Sciences Division						
Do	Division Director	Career Incumbent	CA	ES			
	Arctic Sciences Division						
Do	Division Director	.....do	CA	ES			

NATIONAL SCIENCE FOUNDATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Deputy Division Director	Career Incumbent	CA	ES			
	Polar Environment, Health and Safety Office						
Do	Office Head	do	CA	ES			
	NATIONAL SCIENCE BOARD						
Do	Executive Officer	do	CA	ES			
Do	Senior Scientist	Vacant		ES			
	DIRECTORATE FOR BIOLOGICAL SCIENCES						
Do	Assistant Director	do		ES			
Do	Senior Science Advisor	do		ES			
	Division of Biological Infrastructure						
Do	Division Director	do		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	Division of Environmental Biology						
Do	Division Director	Vacant		ES			
	Division of Integrative Organismal Systems						
Do	Division Director	Career Incumbent	CA	ES			
	Division of Molecular and Cellular Biosciences						
Do	Division Director	do	CA	ES			
Do	Deputy Division Director	Vacant		ES			
	DIRECTORATE FOR COMPUTER AND INFORMATION SCIENCE AND ENGINEERING						
Do	Assistant Director	do		ES			
Do	Senior Science Advisor	Career Incumbent	CA	ES			
	Division of Computer and Network Systems						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	do		ES			
	Division of Computing and Communication Foundations						
Do	Division Director	do		ES			
Do	Deputy Division Director	Tracy J. Kimbrel	TA	ES			01/11/12
	Division of Information and Intelligent Systems						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	DIRECTORATE FOR EDUCATION AND HUMAN RESOURCES						
Do	Assistant Director	do	CA	ES			
Do	Deputy Assistant Director	do	CA	ES			
	Division of Graduate Education						
Do	Division Director	do	CA	ES			
Do	Deputy Division Director	Valerie Petit Wilson	TA	ES			08/03/13
	Division of Human Resource Development						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	do		ES			
	Division of Research on Learning in Formal and Informal Settings						
Do	Division Director	do		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	Division of Undergraduate Education						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	Katherine Jean Denniston	TA	ES			10/01/12
	DIRECTORATE FOR ENGINEERING						
Do	Assistant Director	Vacant		ES			
Do	Deputy Assistant Director	Career Incumbent	CA	ES			
	Division of Engineering Education and Centers						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director (Centers)	Career Incumbent	CA	ES			
	Division of Chemical, Bioengineering, Environmental, and Transport Systems						
Do	Division Director	Vacant		ES			

NATIONAL SCIENCE FOUNDATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Division of Civil, Mechanical, and Manufacturing Innovation						
Arlington, VA	Division Director	Career Incumbent	CA	ES			
	Division of Electrical, Communication and Cyber Systems						
Do	Division Director	Vacant		ES			
	Division of Industrial Innovation and Partnerships						
Do	Division Director	Jinliu Wang	TA	ES			02/01/14
	DIRECTORATE FOR GEOSCIENCES						
Do	Assistant Director	Vacant		ES			
Do	Deputy Assistant Director	Career Incumbent	CA	ES			
Do	Senior Staff Associate	.....do	CA	ES			
	Division of Atmospheric and Geospace Sciences						
Do	Division Director	Vacant		ES			
Do	Head, Upper Atmosphere Research Section	Career Incumbent	CA	ES			
Do	Section Head, Atmosphere Section	David Joseph Verardo	TA	ES			07/20/13
	Division of Earth Sciences						
Do	Division Director	Vacant		ES			
Do	Head, Surface Earth Processes Section	Career Incumbent	CA	ES			
	Division of Ocean Sciences						
Do	Division Director	Vacant		ES			
Do	Head, Marine Geosciences Section	Career Incumbent	CA	ES			
Do	Head, Oceans Section	Vacant		ES			
	DIRECTORATE FOR MATHEMATICAL AND PHYSICAL SCIENCES						
Do	Assistant Director	.....do		ES			
	Division of Astronomical Sciences						
Do	Division Director	James Scott Ulvestad	TA	ES			07/02/13
Do	Deputy Division Director	Vacant		ES			
	Division of Chemistry						
Do	Division Director	.....do		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	Division of Materials Research						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	Division of Mathematical Sciences						
Do	Division Director	Vacant		ES			
	Division of Physics						
Do	Division Director	Career Incumbent	CA	ES			
Do	Deputy Division Director	.....do	CA	ES			
	DIRECTORATE FOR SOCIAL, BEHAVIORAL AND ECONOMIC SCIENCES						
Do	Assistant Director	Vacant		ES			
	Division of Behavioral and Cognitive Sciences						
Do	Division Director	Career Incumbent	CA	ES			
Do	Deputy Division Director	Amber L. Story	TA	ES			10/24/12
	National Center for Science and Engineering Statistics						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	Career Incumbent	CA	ES			
	Division of Social and Economic Sciences						
Do	Division Director	Vacant		ES			
Do	Deputy Division Director	Kellina M. Craig-Henderson.	TA	ES			01/28/14
	OFFICE OF BUDGET, FINANCE AND AWARD MANAGEMENT						
Do	Deputy Director, Large Facility Projects	Career Incumbent	CA	ES			
	OFFICE OF INFORMATION AND RESOURCE MANAGEMENT						
Do	Senior Advisor	.....do	CA	ES			
Do	.....do	.....do	CA	ES			
Do	Chief Information Officer	.....do	CA	ES			

NATIONAL SCIENCE FOUNDATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Division of Information Systems						
Arlington, VA	Division Director	Vacant		ES			

NATIONAL TRANSPORTATION SAFETY BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF BOARD MEMBERS						
Washington, DC	Chairman	Deborah A.P. Hersman (D)	PAS	EX	III	2 Years	12/31/13
Do	Vice Chairman	Christopher A. Hart (D)	PAS	EX	IV	2 Years	12/31/12
Do	Member	Mark R. Rosekind (D)	PAS	EX	IV	5 Years	12/31/14
Do	....do	Robert L. Sumwalt (R)	PAS	EX	IV	5 Years	12/31/16
Do	....do	Earl F. Weener (R)	PAS	EX	IV	5 Years	12/31/15
Do	Executive Director	Vacant		ES			
Do	Special Assistant	Mary Cresence Stafford	SC	GS	15		
Do	....do	Patrick J. Lally	SC	GS	15		
Do	....do	Sean Dalton	SC	GS	15		
Do	....do	Louis H. Mayo, Jr.	SC	GS	15		
	Office of the General Counsel						
Do	General Counsel	Career Incumbent	CA	ES			
	Office of Communications						
Do	Director	Thomas E. Zoeller	NA	ES			

NORTHERN BORDER REGIONAL COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Bangor, ME	Federal Co-Chairperson	Sanford Blitz	PAS	EX	III		

NUCLEAR REGULATORY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Rockville, MD	Chairman	Allison M. Macfarlane	PAS	EX	II	5 Years	06/30/13
Do	Chief of Staff	Phillip A. Niedzielski-Eichner.	NA	ES			
Do	Deputy Chief of Staff	Jacob Zimmerman	XS	OT	$165,300		
Do	Legal Counsel	Susan H. Vrahoretis	XS	OT	$144,385		
Do	Director of Communications	Vacant	XS	OT			
Do	Director of External Engagement	Mary J. Woollen	XS	OT	$125,109		
Do	Policy Advisor for Corporate Management	Clare V. Kasputys	XS	OT	$163,275		
Do	Policy Advisor for Security	Marshall D. Kohen	XS	OT	$140,259		
Do	Policy Advisor for Reactors	John R. Jolicoeur	XS	OT	$163,275		
Do	....do	Nathan T. Sanfilippo	XS	OT	$140,259		
Do	Policy Advisor for Materials	Heather M. Astwood	XS	OT	$163,275		
Do	....do	Andrew S. Imboden	XS	OT	$144,385		
	OFFICE OF COMMISSIONER SVINICKI						
Do	Commissioner	Kristine L. Svinicki	PAS	EX	III	5 Years	06/30/17
Do	Chief of Staff	Jeffry M. Sharkey	XS	OT	$165,300		
Do	Legal Counsel	Vacant	XS	OT			
Do	Technical Assistant for Reactors	Patrick I. Castleman	XS	OT	$163,995		
Do	Technical Assistant for Materials	Alan L. Frazier	XS	OT	$155,500		
	OFFICE OF COMMISSIONER APOSTOLAKIS						
Do	Commissioner	George Apostolakis	PAS	EX	III	5 Years	06/30/14
Do	Chief of Staff	Belkys Sosa	XS	OT	$165,300		
Do	Legal Counsel	Roger K. Davis	XS	OT	$165,300		
Do	Technical Assistant for Reactors	Nanette V. Gilles	XS	OT	$165,300		
Do	Technical Assistant for Materials	Steven L. Baggett	XS	OT	$165,300		
	OFFICE OF COMMISSIONER MAGWOOD						
Do	Commissioner	William D. Magwood IV	PAS	EX	III	5 Years	06/30/15

NUCLEAR REGULATORY COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Rockville, MD	Chief of Staff	Patrice M. Bubar	XS	OT	$165,300		
Do	Legal Counsel	Margaret J. Bupp	XS	OT	$148,675		
Do	Technical Assistant for Reactors	William T. Orders	XS	OT	$165,300		
Do	Technical Assistant for Materials	Rebecca Tadesse	XS	OT	$158,830		
	OFFICE OF COMMISSIONER OSTENDORFF						
Do	Commissioner	William C. Ostendorff	PAS	EX	III	5 Years	06/30/16
Do	Chief of Staff	John R. Tappert	XS	OT	$165,300		
Do	Legal Counsel	Kimberly Ann Sexton	XS	OT	$115,731		
Do	Technical Assistant for Reactors	Michael X. Franovich	XS	OT	$160,000		
Do	Technical Assistant for Materials	Andrea L. Kock	XS	OT	$160,000		
	ADVISORY COMMITTEE ON REACTOR SAFEGUARDS						
Do	Executive Director	Career Incumbent	CA	ES			
	OFFICE OF THE SECRETARY						
Do	Secretary of the Commission	.....do	CA	ES			
	OFFICE OF THE CHIEF FINANCIAL OFFICER						
Do	Chief Financial Officer	.....do	CA	ES			
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Vacant		ES			
Do	Deputy General Counsel	.....do		ES			
	Associate General Counsel for Licensing and Regulation						
Do	Associate General Counsel	Career Incumbent	CA	ES			
Do	Assistant General Counsel for Legal Counsel, Legislation, and Special Projects.	.....do	CA	ES			
Do	Assistant General Counsel for Reactor and Materials Rulemaking.	.....do	CA	ES			
Do	Assistant General Counsel for High-Level Waste, Fuel Cycle, and Nuclear Security.	.....do	CA	ES			
	Associate General Counsel for Hearings, Enforcement, and Administration						
Do	Associate General Counsel	.....do	CA	ES			
Do	Assistant General Counsel for Administration	.....do	CA	ES			
Do	Assistant General Counsel for Materials Litigation and Enforcement.	.....do	CA	ES			
Do	Assistant General Counsel for New Reactor Programs.	.....do	CA	ES			
Do	Assistant General Counsel for Operating Reactors.	.....do	CA	ES			
	OFFICE OF CONGRESSIONAL AFFAIRS						
Do	Director	.....do	CA	ES			
	OFFICE OF PUBLIC AFFAIRS						
Do	Director	.....do	CA	ES			
	OFFICE OF INTERNATIONAL PROGRAMS						
Do	Director	.....do	CA	ES			
Do	Deputy Director	.....do	CA	ES			
	OFFICE OF THE EXECUTIVE DIRECTOR FOR OPERATIONS						
Do	Executive Director for Operations	.....do	CA	ES			
Do	Deputy Executive Director for Reactor and Preparedness Programs.	.....do	CA	ES			
Do	Deputy Executive Director for Materials, Waste, Research, State, Tribal, and Compliance Programs.	.....do	CA	ES			
Do	Deputy Executive Director for Corporate Management/Chief Information Officer.	.....do	CA	ES			
Do	Assistant for Operations	.....do	CA	ES			
	OFFICE OF ENFORCEMENT						
Do	Director	.....do	CA	ES			
	OFFICE OF INVESTIGATIONS						
Do	Director	.....do	CA	ES			
	OFFICE OF ADMINISTRATION						
Do	Director	.....do	CA	ES			

NUCLEAR REGULATORY COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER						
Rockville, MD	Chief Human Capital Officer	Career Incumbent	CA	ES			
Do	Deputy Chief Human Capital Officer	do	CA	ES			
Do	Associate Director for Human Resources Training and Development/Chief Learning Officer.	do	CA	ES			
Do	Associate Director for Human Resources Operations and Policy.	do	CA	ES			
	OFFICE OF INFORMATION SERVICES						
Do	Director, Office of Information Services/Deputy Chief Information Officer.	do	CA	ES			
	OFFICE OF NUCLEAR SECURITY AND INCIDENT RESPONSE						
Do	Director	do	CA	ES			
	OFFICE OF NUCLEAR REACTOR REGULATION						
Do	Director	do	CA	ES			
	OFFICE OF NEW REACTORS						
Do	Director	do	CA	ES			
	OFFICE OF NUCLEAR MATERIAL SAFETY AND SAFEGUARDS						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	OFFICE OF FEDERAL AND STATE MATERIALS AND ENVIRONMENTAL MANAGEMENT PROGRAMS						
Do	Director	do	CA	ES			
	OFFICE OF NUCLEAR REGULATORY RESEARCH						
Do	Director	do	CA	ES			
Do	Deputy Director	do	CA	ES			
	REGION I						
King of Prussia, PA	Regional Administrator	do	CA	ES			
	REGION II						
Atlanta, GA	Regional Administrator	do	CA	ES			
	REGION III						
Lisle, IL	Regional Administrator	do	CA	ES			
	REGION IV						
Arlington, TX	Regional Administrator	do	CA	ES			

NUCLEAR REGULATORY COMMISSION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Rockville, MD	Inspector General	Hubert T. Bell	PAS	OT			
Do	Deputy Inspector General	David C. Lee	NA	ES			

NUCLEAR WASTE TECHNICAL REVIEW BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Chairman	Rodney C. Ewing	PA	AD			
Do	Board Member	Jean M. Bahr	PA	AD			
Do	do	Steven M. Becker	PA	AD			
Do	do	Susan L. Brantley	PA	AD			
Do	do	Sue B. Clark	PA	AD			
Do	do	Efi G. Foufoula	PA	AD			
Do	do	Gerald S. Frankel	PA	AD			
Do	do	Linda K. Nozick	PA	AD			
Do	do	Kenneth L. Peddicord	PA	AD			
Do	do	Paul J. Turinsky	PA	AD			
Do	do	Mary Lou Zoback	PA	AD			

NUCLEAR WASTE TECHNICAL REVIEW BOARD—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Executive Director	Career Incumbent	CA	ES			

OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF COMMISSIONERS						
Washington, DC	Commission Member (Chairman)	Thomasina V. Rogers	PAS	EX	III		
Do	Commission Member	Vacant	PAS	EX	IV		
Do	.....do	Cynthia L. Attwood	PAS	EX	IV		
Do	Counsel	Janice L. Glick	SC	GS	15		
Do	Chief of Staff and Legal Counsel to the Chairman.	Richard L. Huberman, Esq.	NA	ES			
Do	Confidential Assistant to the Chairman	Saint M. Ahmir-Abdul	SC	GS	13		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Career Incumbent	CA	ES			

OFFICE OF THE FEDERAL COORDINATOR ALASKA NATURAL GAS TRANSPORTATION PROJECTS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Federal Coordinator	Larry Persily	PAS	EX	III		

OFFICE OF GOVERNMENT ETHICS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Vacant	PAS	EX	III		
Do	General Counsel	Career Incumbent	CA	ES			

OFFICE OF NAVAJO AND HOPI INDIAN RELOCATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Flagstaff, AZ	Commissioner	Vacant	PAS	EX	IV		
Do	Executive Director	Career Incumbent	CA	ES			
Do	Deputy Executive Director	Vacant		ES			

OFFICE OF PERSONNEL MANAGEMENT

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Washington, DC	Director	John M. Berry	PAS	EX	II	4 Years	04/03/13
Do	Deputy Director	Vacant	PAS	EX	III		
Do	Chief of Staff and Director of External Affairs	Elizabeth A. Montoya	NA	ES			
Do	Senior Advisor to the Director	Michael A. Grant	NA	ES			
Do	Senior Advisor for Pay Reform and Federal Prevailing Rate Advisory Committee Chair.	Sheldon Ira Friedman	TA	ES			02/28/13
Do	Chief Operating Officer	Career Incumbent	CA	ES			
Do	Deputy Chief of Staff for Programs and Initiatives.	Justin R. Johnson	NA	ES			
Do	.....do	Jennifer I. Mason	NA	ES			
Do	Executive Director, CHCO Council	Kathryn M. Medina	SC	GS	15		
Do	Counselor to the Director	Victor J. Basile	SC	GS	15		
Do	Director of Advance	Katie M. Pennell	SC	GS	12		
Do	Senior Advisor to the Director and Deputy PIO for Innovation.	Matthew Wesley Collier	SC	GS	15		

OFFICE OF PERSONNEL MANAGEMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Executive Secretariat and Ombudsman						
Washington, DC	Director	Career Incumbent	CA	ES			
	COMMUNICATIONS AND PUBLIC LIAISON						
Do	Director	Thomas Joseph Robert Richards.	NA	ES			
Do	Deputy Director	Catherine Hand	SC	GS	15		
Do	Press Secretary	Sedelta D. Verble	SC	GS	15		
Do	Strategic Communications Specialist	John Hamer Marble, Jr.	SC	GS	12		
Do	Communications Specialist	Joseph Peter Resnek	SC	GS	9		
Do	Speechwriter	John A. La Rue	SC	GS	12		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	Elaine D. Kaplan	NA	ES			
Do	Deputy General Counsel	Career Incumbent	CA	ES			
Do	Associate General Counsel	.....do	CA	ES			
Do	Deputy General Counsel for Policy	Robert Harry Shriver III	NA	ES			
Do	Attorney-Advisor	Mauro Albert Morales	SC	GS	15		
	CONGRESSIONAL AND LEGISLATIVE AFFAIRS						
Do	Director	Tania Alexia Shand	NA	ES			
Do	Senior Advisor for Learning and Mentoring	Neal Malik Walker	SC	GS	13		
Do	Congressional Relations Officer	Christopher T. Medley	SC	GS	12		
	PLANNING AND POLICY ANALYSIS						
Do	Director	Jonathan Rockwell Foley	NA	ES			
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Deputy Performance Improvement Officer	Bernhard Sigmund Kluger	SC	GS	15		
	HEALTHCARE AND INSURANCE						
Do	Director	John Joseph O'Brien	TA	ES			01/04/13
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Assistant Director, National Healthcare Operations.	.....do	CA	ES			
	EMPLOYEE SERVICES						
Do	Associate Director, Employee Services and Chief Human Capital Officer.	.....do	CA	ES			
Do	Deputy Associate Director	.....do	CA	ES			
Do	Deputy Associate Director, Recruitment and Hiring.	.....do	CA	ES			
Do	Assistant Director, Veterans Services	.....do	CA	ES			
Do	Assistant Director, Agency Support and Technical Assistance.	.....do	CA	ES			
Do	Deputy Associate Director, Pay and Leave	.....do	CA	ES			
Do	Deputy Associate Director, Partnership and Labor Relations.	.....do	CA	ES			
Do	Deputy Associate Director, OPM Human Resources and Deputy Chief Human Capital Officer.	.....do	CA	ES			
Do	Deputy Associate Director, Executive Resources and Employee Development.	.....do	CA	ES			
Do	Director of External Veterans/Military Affairs and Community Outreach.	Michele S. Jones	NA	ES			
	MERIT SYSTEM AUDIT AND COMPLIANCE						
Do	Associate Director	Career Incumbent	CA	ES			
Do	Director, Combined Federal Campaign Operations.	.....do	CA	ES			
Do	Director, Internal Oversight and Compliance	.....do	CA	ES			
	FEDERAL INVESTIGATIVE SERVICES						
Boyers, PA	Associate Director	.....do	CA	ES			
Washington, DC	Deputy Associate Director, External Affairs	.....do	CA	ES			
Do	Deputy Associate Director, Technical Services	Vacant		ES			
Do	Deputy Associate Director, Administrative Services.	Career Incumbent	CA	ES			
Boyers, PA	Senior Advisor	.....do	CA	ES			
	HUMAN RESOURCES SOLUTIONS						
Charlottesville, VA	Director, Federal Executive Institute	.....do	CA	ES			
Washington, DC	Associate Director	.....do	CA	ES			
Do	Deputy Associate Director, Leadership and Talent Management Solutions.	Vacant		ES			
Do	Deputy Associate Director, Emerging Solutions/HR Innovations.	Career Incumbent	CA	ES			

OFFICE OF PERSONNEL MANAGEMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Assistant Director, HR Management Solutions.	Vacant	.....	ES	.....	.....	
Do	Assistant Director, Leadership and HR Development Solutions.	Career Incumbent	CA	ES	.....	.....	
Do	Assistant Director, HR Strategy and Evaluation Solutions.	.....do	CA	ES	.....	.....	
Do	Assistant Director, Account Management	.....do	CA	ES	.....	.....	
Do	Deputy Associate Director, Human Resources Solutions.	.....do	CA	ES	.....	.....	
Do	Deputy Assistant Director, Leadership and HR Development Solutions.	.....do	CA	ES	.....	.....	
	OFFICE OF THE CHIEF FINANCIAL OFFICER						
Do	Associate Chief Financial Officer, Budget and Performance.	.....do	CA	ES	.....	.....	
Do	Associate Chief Financial Officer, Center for Financial Systems Management.	.....do	CA	ES	.....	.....	
	CHIEF INFORMATION OFFICER						
Do	Deputy Chief Information Officer	.....do	CA	ES	.....	.....	
Do	Deputy Chief Information Officer for Operations.	.....do	CA	ES	.....	.....	
Do	Assistant Director, Integrated Hiring Solutions.	.....do	CA	ES	.....	.....	
	DIVERSITY AND INCLUSION						
Do	Director, Office of Diversity and Inclusion	.....do	CA	ES	.....	.....	

OFFICE OF PERSONNEL MANAGEMENT OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE INSPECTOR GENERAL						
Washington, DC	Inspector General	Patrick E. McFarland	PAS	OT	$170,259	.....	

OFFICE OF SPECIAL COUNSEL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	HEADQUARTERS, OFFICE OF SPECIAL COUNSEL						
Washington, DC	Special Counsel	Carolyn N. Lerner	PAS	EX	IV	.....	
Do	Deputy Special Counsel	Mark P. Cohen	NA	ES	.....	.....	
Do	Senior Associate Special Counsel (SASC)	Vacant	.....	ES	.....	.....	
Do	Associate Special Counsel (IPD)	Bruce D. Fong	TA	ES	.....	.....	05/01/15
Do	Director, Office of Planning and Analysis	Vacant	.....	ES	.....	.....	
Do	Director, Administrative Services	.....do	.....	ES	.....	.....	
Do	Office of General Counsel	.....do	.....	ES	.....	.....	

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	James R. Clapper	PAS	EX	I	5 Years	
Do	Principal Deputy Director	Stephanie L. O'Sullivan	PAS	EX	II	5 Years	
Do	Director, National Counterterrorism Center ..	Matthew Glen Olsen	PAS	EX	II	5 Years	
Do	Intelligence Community Inspector General	Irvin Charles McCullough III.	PAS	EX	II	5 Years	
Do	General Counsel	Robert Litt	PAS	EX	IV	5 Years	
Do	Intelligence Community Chief Information Officer.	Adolfo Tarasiuk, Jr.	PA	ES	$179,690	5 Years	
Do	Program Manager - Information Sharing Environment.	Kshemendra N. Paul	PA	ES	$176,998	5 Years	

OVERSEAS PRIVATE INVESTMENT CORPORATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	President	Elizabeth Lascelles Littlefield.	PAS	EX	III		
Do	Executive Vice President	Mimi Ewnet Alemayehou	PAS	EX	IV		
Do	Board Member	Katherine M. Gehl	PAS	EX	IV		
Do	do	Michael James Warren	PAS	EX	IV		
Do	do	Roberto R. Herencia	PAS	EX	IV		
Do	do	Maxwell T. Kennedy	PAS	EX	IV		
Do	do	Terry Lewis	PAS	EX	IV		
Do	do	Kevin G. Nealer	PAS	EX	IV		
Do	do	James A. Torrey	PAS	EX	IV		
Do	Chief of Staff	Matthew Todd Schneider	XS	AD	$175,218		
Do	Deputy Chief of Staff and Senior Advisor to President.	Jacqueline Strasser Higgins.	XS	AD	$169,700		
Do	Managing Director, Investment Development Coordination.	John F. Moran	XS	AD	$164,830		
Do	Vice President, External Affairs	Judith Delzoppo Pryor	XS	AD	$175,218		
Do	Vice President, Investment Policy	John E. Morton	XS	AD	$175,218		
Do	Vice President, Investment Funds	Jay Koh	XS	AD	$175,218		
Do	Vice President and General Counsel	Don S. De Amicis	XS	AD	$175,218		
Do	Advisor, Office of the President	Maria Paula Garcia Tufro	XS	AD	$100,000		
Do	Communications Director	Nancy Sue Payne	XS	AD	$152,635		
Do	Director, Congressional Affairs	Aysha R. House-Moshi	XS	AD	$127,883		
Do	Special Assistant	Gabriel J. Bitol	XS	AD	$90,000		
Do	do	Allison M. Carragher	XS	AD	$60,648		
Do	Executive Assistant	Alexander W. Hirschhorn	XS	AD	$62,467		
Do	do	Rebecca E. Barnes	XS	AD	$87,350		

PEACE CORPS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Washington, DC	Director	Aaron S. Williams	PAS	EX	III		
Do	Counselor / White House Liaison	Elisa D. Montoya	XS	FE		3 Years	
Do	Special Assistant	Conor Sanchez	XS	FP		3 Years	
	Office of the General Counsel						
Do	General Counsel	Michael W. Rubin	XS	FE			
	Office of the Chief Financial Officer						
Do	Chief Financial Officer	Joseph L. Hepp	XS	FE			
	Office of Congressional Relations						
Do	Director	Paul C. Weinberger	XS	FE			
	Office of Innovation						
Do	Director	Cynthia McVay	XS	FE			
Do	Special Assistant	Patrick M. Choquette	XS	FP		3 Years	
	OFFICE OF THE DEPUTY DIRECTOR						
Do	Deputy Director	Carolyn H. Radelet	PAS	EX	IV		
	Office of Global Operations						
Do	Associate Director	Esther T. Benjamin	XS	FE		3 Years	
Do	Regional Director	Carlos Torres	XS	FE			
Do	do	Helen A. Lowman	XS	FE			
Do	do	Richard C. Day	XS	FE		3 Years	
Do	Director of Peace Corps Response	Sarah E. Morgenthau	XS	FE		3 Years	
	Office of Strategic Information, Research and Planning						
Do	Director	Cathryn L. Thorup	XS	FE		3 Years	
	Office of Volunteer Recruitment and Selection						
Do	Associate Director	Earl Yates	XS	FE		3 Years	
	Office of Volunteer Support						
Do	Associate Director	Jules M. Delaune	XS	FE			
	Office of Communications						
Do	Director	Maureen Bridget Knightly	XS	FE			
Do	Press Director	Vacant	XS	FP			
	OFFICE OF THE CHIEF OF STAFF						
Do	Chief of Staff	William Stacy Rhodes	XS	FE			

PEACE CORPS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Management						
Washington, DC	Associate Director	Vacant	XS	FE	.....	.....	
	Office of Strategic Partnerships						
Do	Associate Director	.....do	XS	FE	.....	.....	
Do	Director of Intergovernmental Affairs and Global Partnerships.	Nicole Katherine Mlade	XS	FP	.....	3 Years	
Do	Director of Gifts and Grants Management	Jennifer L. Chavez Rubio ..	XS	FP	.....	3 Years	
Do	Director of University and Domestic Partnerships.	Vacant	XS	FP	.....	.....	
Do	Special Assistant to the Director of Gifts and Grants Management.	.....do	XS	FP	.....	.....	
	Office of the Chief Information Officer						
Do	Chief Information Officer	Dorine C. Andrews	XS	FE	.....	3 Years	
	Office of Compliance						
Do	Special Assistant to Chief of Staff on Compliance.	Jennifer Parrish Taylor	XS	FP	.....	3 Years	

PENSION BENEFIT GUARANTY CORPORATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Washington, DC	Director	Joshua Gotbaum	PAS	EX	III	.....	
	Office of Policy and External Affairs						
Do	Deputy Director, Policy	Laricke D. Blanchard	SC	SL	.....	.....	
Do	Director, Communications and Public Affairs Department.	John Jioni Palmer	SC	GS	15	.....	

POSTAL REGULATORY COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Ruth Y. Goldway	PAS	EX	IV	6 Years	11/22/14
Do	Commissioner	Nanci E. Langley	PAS	EX	IV	6 Years	11/22/12
Do	.....do	Mark Acton	PAS	EX	IV	6 Years	10/14/16
Do	.....do	Tony Hammond	PAS	EX	IV	6 Years	10/14/12
Do	.....do	Robert G. Taub	PAS	EX	IV	6 Years	10/14/16

PRESIDENT'S COMMISSION ON WHITE HOUSE FELLOWSHIPS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Cindy S. Moelis	NA	ES	.....	.....	
Do	Deputy Director	Erika J. Henderson	SC	GS	13	.....	
Do	Special Assistant	Sophia B. Kim	SC	GS	12	.....	

PRESIDIO TRUST

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
San Francisco, CA	Chairman, Board of Directors	Nancy Bechtle	PA	WC	.....	4 Years	05/04/15
Do	Member, Board of Directors	David H. Grubb	PA	WC	.....	4 Years	05/04/13
Do	.....do	William R. Hambrecht	PA	WC	.....	4 Years	05/04/13
Do	.....do	Charlene Harvey	PA	WC	.....	4 Years	05/04/13
Do	.....do	John Reynolds	NA	WC	.....	4 Years	05/13/13
Do	.....do	Alexander Mehran	PA	WC	.....	4 Years	05/04/15
Do	.....do	Paula Collins	PA	WC	.....	4 Years	05/04/15
Do	Executive Director	Craig Middleton	XS	AD	.....	.....	

RAILROAD RETIREMENT BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	BOARD MEMBERS						
Chicago, IL	Chairman	Michael S. Schwartz	PAS	EX	III	5 Years	08/28/12
Do	Member of Board	Jerome F. Kever	PAS	EX	IV	5 Years	08/28/08
Do	.....do	Walter A. Barrows	PAS	EX	IV	5 Years	08/28/14

RAILROAD RETIREMENT BOARD OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Chicago, IL	Inspector General	Martin Dickman	PAS	OT			

RECOVERY ACCOUNTABILITY AND TRANSPARENCY BOARD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director of Communications	Edward T. Pound	XS	AD	$155,500		
Do	Information Technology Specialist	Donald I. Cox	XS	AD	$146,000		

SECURITIES AND EXCHANGE COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Mary L. Schapiro	PAS	EX	III		
Do	Commissioner	Daniel M. Gallagher, Jr.	PAS	EX	IV		
Do	.....do	Elisse B. Walter	PAS	EX	IV		
Do	.....do	Luis A. Aguilar	PAS	EX	IV		
Do	.....do	Troy A. Paredes	PAS	EX	IV		
Do	Chief of Staff	Didem A. Nisanci	SC	OT	$230,700		
Do	Director of Communications	Myron L. Marlin	SC	OT	$230,700		
Do	Confidential Assistant	Ammani V. Nagesh	SC	OT	$103,550		
Do	Special Assistant	Leidy Valencia	SC	OT	$69,466		
Do	Confidential Assistant	Awilda Santiago	SC	OT	$55,179		
Do	.....do	Mary E. Christ	SC	OT	$106,125		
Do	.....do	Kathleen Gallagher	SC	OT	$97,375		
Do	.....do	Diana Lynn Carpenter	SC	OT	$86,920		
Do	.....do	Jule Konick	SC	OT	$91,770		
Do	Legislative and Intergovernmental Affairs Specialist.	Anne-Marie Kelley	SC	OT	$143,928		
	OFFICE OF THE CHIEF OPERATING OFFICER						
Do	Chief Operating Officer	Jeff Heslop	SC	OT	$230,700		
Philadelphia, PA	Executive Staff Assistant	Rachel E. Hurnyak	SC	OT	$70,183		
	OFFICE OF THE GENERAL COUNSEL						
Washington, DC	Confidential Assistant	Shara Brooks	SC	OT	$64,425		
	DIVISION OF ENFORCEMENT						
Do	Secretary	Sheila A. Russell	SC	OT	$89,797		
	DIVISION OF CORPORATION FINANCE						
Do	Managing Executive	Peter M. Uhlmann	SC	OT	$230,700		
Do	Confidential Assistant	Janet S. Schmautz	SC	OT	$77,646		
	DIVISION OF INVESTMENT MANAGEMENT						
Do	Confidential Assistant	Sandra M. Hult	SC	OT	$77,901		
	OFFICE OF COMPLIANCE INSPECTIONS AND EXAMINATIONS						
Do	Confidential Assistant	Joan M. Forrester	SC	OT	$64,425		

SELECTIVE SERVICE SYSTEM

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Arlington, VA	Director	Lawrence G Romo	PAS	EX	IV		
Do	Deputy Director	Edward T. Allard III	NA	ES			

SMALL BUSINESS ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ADMINISTRATOR						
Washington, DC	Administrator	Karen Gordon Mills	PAS	EX	III		
Do	Deputy Administrator	Marie Collins Johns	PAS	EX	IV		
Do	Chief Operating Officer	Career Incumbent	CA	ES			
Do	Senior Advisor to the Chief Operating Officer	Megan K. Smith	SC	GS	12		
Do	Chief of Staff	Jonathan Swain	NA	ES			
Do	Deputy Chief of Staff	Michele Chang	NA	ES			
Do	White House Liaison	Daniel S. Jones	SC	GS	14		
Do	Special Advisor to the Deputy Administrator	Joseph L. Tansey III	SC	GS	11		
Do	Senior Advisor to the Deputy Administrator	Marisa Renee Lee	SC	GS	14		
Do	Director of Scheduling and Operations	Emily Buttrey	SC	GS	13		
Do	Special Assistant to the Administrator	Rachel R. Thomas	SC	GS	7		
Do	Senior Policy Advisor	Jessica A. Milano	SC	GS	15		
	Office of Advocacy						
Do	Chief Counsel for Advocacy	Winslow L. Sargeant	PAS	EX	IV		
	Office of the General Counsel						
Do	General Counsel	Sara Lipscomb	NA	ES			
	Office of Congressional and Legislative Affairs						
Do	Assistant Administrator	Nicholas J. Coutsos	NA	ES			
Do	Deputy Assistant Administrator	Jordan Montgomery Haas	SC	GS	14		
Do	....do	Thaddeus W. Inge	SC	GS	14		
Do	Special Assistant	Meina Banh	SC	GS	11		
	Office of Field Operations						
Do	Assistant Associate Administrator	Career Incumbent	CA	ES			
Do	Associate Administrator	Robert Scott Hill	NA	ES			
Do	Deputy Associate Administrator	Career Incumbent	CA	ES			
Do	Assistant Administrator for Non-Contiguous States and Territories and District Director for Puerto Rico.	Vacant		ES			
New York, NY	Regional Administrator, Region II	Silva-Puras P. Jorge	SC	GS	15		
Atlanta, GA	Regional Administrator for Region IV	Cassius F. Butts	SC	GS	15		
Chicago, IL	Regional Administrator, Region V	Marianne O'Brien Markowitz.	SC	GS	15		
Dallas, TX	Regional Administrator, Region VI	Yolanda Garcia Olivarez	SC	GS	15		
Kansas City, MO	Regional Administrator, Region VII	Patricia I. Brown-Dixon	SC	GS	15		
Los Angeles, CA	Regional Administrator, Region IX	Elizabeth B. Echols	SC	GS	15		
Seattle, WA	Regional Administrator, Region X	Calvin William Goings	SC	GS	15		05/11/10
	Executive Office of Disaster Strategic Planning and Operations						
Washington, DC	Chief	Career Incumbent	CA	ES			
	Office of Communications and Public Liaison						
Do	Assistant Administrator	Frederick Joseph Baldassaro, Jr..	SC	GS	15		
Do	Deputy Assistant Administrator	Career Incumbent	CA	ES			
Do	Deputy Assistant Administrator for Communications and Public Liaison.	Hayley Kitt Meadvin	SC	GS	14		
Do	Press Secretary	Emily Elizabeth Cain	SC	GS	13		
Do	Senior Speechwriter	Scott Evan Frotman	SC	GS	15		
Do	Deputy Press Secretary	Nina S. Smith	SC	GS	12		
	Office of the Chief Financial Officer						
Denver, CO	Director of Denver Finance Center	Vacant		ES			
	Office of Veterans' Business Development						
Washington, DC	Associate Administrator	Matthew R. Jeppson	NA	ES			
	Office of Capital Access						
Do	Associate Administrator	Jeanne Anderson Hulit	NA	ES			
Do	Director, Capital Access Loan Processing Systems.	Career Incumbent	CA	ES			12/10/08
Do	Director, Credit Risk Management	....do	CA	ES			

SMALL BUSINESS ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Deputy Associate Administrator for Capital Access.	John P. Kelley	SC	GS	15	.....	
Do	Special Advisor	Hosheus D. Isaac	SC	GS	14	.....	
	Office of Entrepreneurial Development						
Do	Associate Administrator	Michael A. Chodos	NA	ES	.....	.....	
Do	Associate Administrator for Small Business Development Centers.	Vacant	.....	ES	.....	.....	
Do	Assistant Administrator for Women's Business Ownership and Executive Director of the Council on Underserved Communities.	Ana R. Harvey	NA	ES	.....	.....	
Do	Senior Advisor to the Associate Administrator	Brian M. Compagnone	SC	GS	14	.....	
Do	Director of Clusters and Skills Initiatives	Erin E. Andrew	SC	GS	14	.....	
	Office of Management and Administration						
Do	Deputy Associate Administrator	Career Incumbent	CA	ES	.....	.....	
	Office of the Chief Information Officer						
Do	Chief Information Officer	.....do	CA	ES	.....	.....	
	Office of Government Contracting and Business Development						
Do	Director	.....do	CA	ES	.....	.....	
Do	Deputy Associate Deputy Administrator	.....do	CA	ES	.....	.....	
Do	Associate Administrator	Ali John Shoraka	NA	ES	.....	.....	
Do	Special Advisor to the Associate Administrator.	John J. Spears	SC	GS	13	.....	
Do	.....do	Aditi Sharma Dussault	SC	GS	12	.....	
	Office of the Ombudsman						
Do	National Ombudsman and Assistant Administrator for Regulatory Enforcement Fairness.	Vacant	.....	ES	.....	.....	
	Office of Faith-Based and Community Initiatives						
Do	Assistant Administrator	Gerard Cox Flavin	SC	GS	15	.....	
	OFFICE OF DISASTER ASSISTANCE						
Do	Associate Administrator	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Associate Administrator	.....do	CA	ES	.....	.....	
	OFFICE OF INTERNATIONAL TRADE						
Do	Associate Administrator	Dario J. Gomez	SC	GS	15	.....	
Do	Deputy Associate Administrator	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF INVESTMENT						
Do	Associate Administrator	Sean J. Greene	NA	ES	.....	.....	
	OFFICE OF NATIVE AMERICAN AFFAIRS						
Do	Assistant Administrator	Christopher Lee James	SC	GS	15	.....	

SMALL BUSINESS ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Peggy Elizabeth Gustafson	PAS	OT	.....	.....	

SMITHSONIAN INSTITUTION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE SECRETARY						
	Woodrow Wilson International Center for Scholars						
Washington, DC	Deputy Director	Samuel F. Wells, Jr.	XS	OT	$128,199	.....	
Do	Deputy Director for Planning and Management.	Dean W. Anderson	XS	OT	$130,200	.....	

SOCIAL SECURITY ADMINISTRATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE COMMISSIONER						
Washington, DC	Commissioner	Michael J. Astrue	PAS	EX	I	6 Years	01/19/13
Do	Deputy Commissioner of Social Security	Carolyn W. Colvin	PAS	EX	II	6 Years	01/19/13
Woodlawn, MD	Chief of Staff	Career Incumbent	CA	ES			
Washington, DC	Deputy Chief of Staff	do	CA	ES			
Do	Executive Secretary	Vacant		ES			
Woodlawn, MD	Senior Advisor to the Deputy Commissioner	Career Incumbent	CA	ES			
Washington, DC	do	do	CA	ES			
Woodlawn, MD	do	Stacy L. Rodgers	SC	GS	15		
	Office of International Programs						
Do	Associate Commissioner for International Programs.	Career Incumbent	CA	ES			
	Social Security Advisory Board						
Washington, DC	Chairman	Marsha R. Katz	XS	PD	$596	6 Years	09/30/12
Do	Member	Jagadeesh Gokhale	XS	PD	$596	6 Years	09/30/15
Do	do	Dorcas R. Hardy	XS	PD	$596	6 Years	09/30/16
Do	do	Barbara B. Kennelly	XS	PD	$596	6 Years	09/30/17
Do	do	Mark J. Warshawsky	PA	PD	$596	6 Years	09/30/12
Do	do	Vacant	PA	PD			
Do	do	do	PA	PD			
Do	Staff Director	Deborah K. Sullivan	XS	AD			
Do	Deputy Staff Director	Vacant	XS	AD			
Do	Professional Staff Member	Joel A. Feinleib	XS	AD			
Do	do	Beverly K. Rollins	XS	AD			
Do	do	David D. Warner	XS	AD			
Do	do	Jacqueline L. Chapin	XS	AD			
Do	do	Jeremy P. Elder	XS	AD			
Do	Staff Assistant	Roberta A. Walker	XS	AD			
	OFFICE OF BUDGET, FINANCE AND MANAGEMENT						
Woodlawn, MD	Deputy Commissioner	Career Incumbent	CA	ES			
Do	Senior Advisor	do	CA	ES			
	Office of Facilities and Supply Management						
Do	Associate Commissioner	do	CA	ES			
Do	Deputy Associate Commissioner	do	CA	ES			
	Office of Security and Emergency Preparedness						
Do	Associate Commissioner	Vacant		ES			
	OFFICE OF COMMUNICATIONS						
Do	Deputy Commissioner	James J. Courtney, Jr.	NA	ES			
Do	Assistant Deputy Commissioner	Career Incumbent	CA	ES			
Do	Press Officer	Vacant		ES			
	Office of External Affairs						
Do	Associate Commissioner	do		ES			
	Office of Communications Planning and Technology						
Do	Associate Commissioner	do		ES			
	Office of Public Inquiries						
Do	Associate Commissioner	Career Incumbent	CA	ES			
	Office of Open Government						
Do	Associate Commissioner	do	CA	ES			
	OFFICE OF DISABILITY ADJUDICATION AND REVIEW						
Falls Church, VA	Senior Advisor to the Deputy Commissioner	do	CA	ES			
	Office of Executive Operations and Human Resources						
Do	Associate Commissioner	do	CA	ES			
Woodlawn, MD	Deputy Associate Commissioner	do	CA	ES			
	Office of Budget, Facilities and Security						
Falls Church, VA	Associate Commissioner	do	CA	ES			
Do	Deputy Associate Commissioner	do	CA	ES			
	Office of Electronic Services and Strategic Information						
Do	Associate Commissioner	do	CA	ES			
Do	Deputy Associate Commissioner	Vacant		ES			

SOCIAL SECURITY ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE GENERAL COUNSEL						
Woodlawn, MD	General Counsel	David F. Black	NA	ES			
Do	Deputy General Counsel	Career Incumbent	CA	ES			
	Office of Regional Chief Counsels						
New York, NY	Regional Chief Counsel	.....do	CA	ES			
Atlanta, GA	.....do	.....do	CA	ES			
Chicago, IL	.....do	.....do	CA	ES			
Dallas, TX	.....do	.....do	CA	ES			
Kansas City, MO	.....do	.....do	CA	ES			
Richmond, CA	.....do	Vacant	.....	ES			
Philadelphia, PA	.....do	Career Incumbent	CA	ES			
Boston, MA	.....do	Vacant	.....	ES			
Denver, CO	.....do	Career Incumbent	CA	ES			
Seattle, WA	.....do	.....do	CA	ES			
	Office of Program Law						
Woodlawn, MD	Associate General Counsel	.....do	CA	ES			
	OFFICE OF HUMAN RESOURCES						
Do	Deputy Commissioner	.....do	CA	ES			
Do	Assistant Deputy Commissioner	.....do	CA	ES			
Do	Senior Advisor	.....do	CA	ES			
	Office of Learning						
Do	Associate Commissioner	.....do	CA	ES			
	OFFICE OF LEGISLATION AND CONGRESSIONAL AFFAIRS						
Washington, DC	Deputy Commissioner	Scott L. Frey	NA	ES			
Do	Assistant Deputy	Career Incumbent	CA	ES			
Do	Senior Advisor	Scott E. Daniels	SC	GS	15		
	Office of Legislative Development and Operations						
Woodlawn, MD	Associate Commissioner	Career Incumbent	CA	ES			
Do	Deputy Associate Commissioner	Vacant	.....	ES			
	OFFICE OF OPERATIONS						
Do	Deputy Commissioner	Career Incumbent	CA	ES			
Do	Assistant Deputy Commissioner	.....do	CA	ES			
	Office of Regional Commissioners						
Boston, MA	Regional Commissioner, Region I	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region I	Vacant	.....	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	Career Incumbent	CA	ES			
New York, NY	Regional Commissioner, Region II	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region II	.....do	CA	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES			
Do	Assistant Regional Commissioner for Processing Center Operations (New York).	.....do	CA	ES			
Philadelphia, PA	Regional Commissioner, Region III	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region III	Vacant	.....	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	Career Incumbent	CA	ES			
Do	Assistant Regional Commissioner for Processing Center Operations (Philadelphia).	.....do	CA	ES			
Atlanta, GA	Regional Commissioner, Region IV	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region IV	.....do	CA	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES			
Birmingham, AL	Assistant Regional Commissioner for Processing Center Operations (Atlanta).	.....do	CA	ES			
Chicago, IL	Regional Commissioner, Region V	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region V	.....do	CA	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	Vacant	.....	ES			
Do	Assistant Regional Commissioner for Processing Center Operations (Chicago).	Career Incumbent	CA	ES			
Dallas, TX	Regional Commissioner, Region VI	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region VI	.....do	CA	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES			
Kansas City, MO	Regional Commissioner, Region VII	.....do	CA	ES			
Do	Deputy Regional Commissioner, Region VII	.....do	CA	ES			
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES			

SOCIAL SECURITY ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Kansas City, MO ...	Assistant Regional Commissioner for Processing Center Operations (Kansas City).	Career Incumbent	CA	ES	.....	.....	
Denver, CO	Regional Commissioner, Region VIII	.....do	CA	ES	.....	.....	
Do	Deputy Regional Commissioner, Region VIII	.....do	CA	ES	.....	.....	
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES	.....	.....	
San Francisco, CA	Regional Commissioner, Region IX	.....do	CA	ES	.....	.....	
Do	Deputy Regional Commissioner, Region IX	.....do	CA	ES	.....	.....	
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES	.....	.....	
Do	Assistant Regional Commissioner for Processing Center Operations (San Francisco).	.....do	CA	ES	.....	.....	
Seattle, WA	Regional Commissioner, Region X	.....do	CA	ES	.....	.....	
Do	Deputy Regional Commissioner, Region X	.....do	CA	ES	.....	.....	
Do	Assistant Regional Commissioner for Management and Operations Support.	.....do	CA	ES	.....	.....	
	Office of Central Operations						
Woodlawn, MD	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Assistant Associate Commissioner for Management and Operations Support.	Vacant	.....	ES	.....	.....	
Do	Assistant Associate Commissioner for Disability Operations.	Career Incumbent	CA	ES	.....	.....	
Baltimore, MD	Assistant Associate Commissioner for Earnings Operations.	Vacant	.....	ES	.....	.....	
Do	Assistant Associate Commissioner for International Operations.	.....do	.....	ES	.....	.....	
	Office Automation Support						
Woodlawn, MD	Associate Commissioner	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Public Service and Operations Support						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Telephone Services						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Electronic Services						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Disability Determinations						
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	OFFICE OF QUALITY PERFORMANCE						
	Office of Quality Review						
Woodlawn, MD	Associate Commissioner	Career Incumbent	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Quality Improvement						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	Vacant	.....	ES	.....	.....	
	Office of Quality Data Management						
Do	Associate Commissioner	.....do	.....	ES	.....	.....	
	Office of Field Site Operations						
Do	Associate Commissioner	Career Incumbent	CA	ES	.....	.....	
	OFFICE OF RETIREMENT AND DISABILITY POLICY						
Do	Deputy Commissioner	.....do	CA	ES	.....	.....	
Do	Assistant Deputy Commissioner	.....do	CA	ES	.....	.....	
	Office of Income Security Programs						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Employment Support Programs						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
	Office of Disability Programs						
Do	Associate Commissioner	.....do	CA	ES	.....	.....	
Do	Deputy Associate Commissioner	Vacant	.....	ES	.....	.....	

SOCIAL SECURITY ADMINISTRATION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	Office of Program Development and Research						
Woodlawn, MD	Associate Commissioner	Vacant		ES			
	Office of Research, Evaluation and Statistics						
Washington, DC	Associate Commissioner	Career Incumbent	CA	ES			
	Office of Retirement Policy						
Do	Associate Commissioner	Vacant		ES			
	OFFICE OF SYSTEMS						
Woodlawn, MD	Deputy Commissioner	Career Incumbent	CA	ES			
Do	Assistant Deputy Commissioner	.....do	CA	ES			
	Office of Telecommunications and Systems Operations						
Do	Assistant Associate Commissioner for Enterprise Information Technology Operations and Security.	Vacant		ES			
Do	Assistant Associate Commissioner for Infrastructure Architecture and Configuration.	.....do		ES			
	Office of Enterprise Support, Architecture and Engineering						
Do	Associate Commissioner	Career Incumbent	CA	ES			
Do	Deputy Associate Commissioner	.....do	CA	ES			
	Office of Retirement and Survivors Insurance Systems						
Do	Associate Commissioner	.....do	CA	ES			
Do	Deputy Associate Commissioner	Vacant		ES			
	Office of Earnings, Enumeration and Administrative Systems						
Do	Associate Commissioner	Career Incumbent	CA	ES			
Do	Deputy Associate Commissioner	Vacant		ES			
	Office of Systems Electronic Services						
Do	Associate Commissioner	Career Incumbent	CA	ES			
Do	Deputy Associate Commissioner	.....do	CA	ES			
	Office of Applications and Supplemental Security Income Systems						
Do	Associate Commissioner	.....do	CA	ES			
Do	Deputy Associate Commissioner	.....do	CA	ES			
	Office of Disability Systems						
Do	Associate Commissioner	.....do	CA	ES			
Do	Deputy Associate Commissioner	.....do	CA	ES			

SOCIAL SECURITY ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	IMMEDIATE OFFICE OF THE INSPECTOR GENERAL						
Woodlawn, MD	Inspector General	Patrick P. OCarroll	PAS	EX	II		
Do	Deputy Inspector General	Career Incumbent	CA	ES			
	OFFICE OF AUDIT						
Do	Assistant Inspector General	.....do	CA	ES			
Do	Deputy Assistant Inspector General - Financial Systems and Operations Audits.	.....do	CA	ES			
Do	Deputy Assistant Inspector General - Program Audits and Evaluations.	.....do	CA	ES			
	OFFICE OF COUNSEL						
Do	Counsel to the Inspector General	.....do	CA	ES			
	OFFICE OF EXTERNAL RELATIONS						
Do	Assistant Inspector General	.....do	CA	ES			
	OFFICE OF INVESTIGATIONS						
Do	Assistant Inspector General	.....do	CA	ES			
Do	Deputy Assistant Inspector General - Field Operations.	.....do	CA	ES			

SOCIAL SECURITY ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF TECHNOLOGY AND RESOURCE MANAGEMENT						
Woodlawn, MD	Assistant Inspector General	Career Incumbent	CA	ES			

TENNESSEE VALLEY AUTHORITY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	BOARD OF DIRECTORS						
Knoxville, TN	Chairman, Board of Directors	William B. Sansom	PAS	OT		5 Years	05/18/14
Do	Member	Richard Capel Howorth	PAS	OT		5 Years	05/18/15
Do	.....do	William H. Graves	PAS	OT		5 Years	05/18/12
Do	.....do	Barbara S. Haskew	PAS	OT		5 Years	05/18/14
Do	.....do	Neil Gray McBride	PAS	OT		5 Years	05/18/13
Do	.....do	Marilyn Ann Brown	PAS	OT		5 Years	05/18/12
Do	.....do	Vacant	PAS	OT		5 Years	
Do	.....do	.....do	PAS	OT		5 Years	
Do	.....do	.....do	PAS	OT		5 Years	
Do	Inspector General	Richard W. Moore	PAS	OT			

TRADE AND DEVELOPMENT AGENCY

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE DIRECTOR						
Arlington, VA	Director	Leocadia I. Zak	PAS	EX	III		
Do	Deputy Director	Career Incumbent	CA	ES			
Do	Export Promotion Director	Leila Aridi Afas	SC	GS	14		
Do	Chief of Staff	Jonathan Phillip Wright	SC	GS	15		
Do	Director for Congressional Affairs and Public Relations.	Thomas Hardy	XS	GS	15		
Do	Public Affairs Specialist	Christine M. Campigotto	SC	GS	12		
	Office of the General Counsel						
Do	General Counsel	Vacant		ES			

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE ADMINISTRATOR						
Washington, DC	Administrator, Agency for International Development.	Rajiv Shah	PAS	EX	II		
Do	Deputy Administrator, Agency for International Development.	Donald Steinberg	PAS	EX	III		
Do	Chief Operating Officer	Sean Carroll	NA	ES			
Do	Senior Advisor	Maura L. O'Neill	NA	ES			
Do	White House Liaison	Kathleen C. Beale	XS	AD	$123,758		
Do	Speechwriter	Ariana Berengaut	XS	AD	$64,548		
Do	Director, Faith Based Community Initiatives	James M. Brinkmoeller	XS	AD	$152,635		
Do	Confidential Assistant	Gregory R. Degen	XS	AD	$51,630		
Do	.....do	Kathleen F. Dorian	XS	AD	$51,630		
Do	Senior Impact Planning Advisor	Thomas Garwin	XS	AD	$165,300		
Do	Confidential Assistant	Anna L. Gohmann	XS	AD	$79,864		
Do	Program Specialist	Sana L. Hussain	XS	AD	$74,958		
Do	Gender Coordinator	Carla Koppell	XS	AD	$165,300		
Do	Program Manager	Gideon Maltz	XS	AD	$148,510		
Do	Senior Speechwriter	Maany Peyvan	XS	AD	$103,872		
Do	Program Specialist	Rachel K. Rose	XS	AD	$60,232		
Do	.....do	Sandra M. Stonesifer	XS	AD	$97,936		
Do	Chief of Staff	Margaret Sullivan	XS	AD	$165,300		
Do	Executive Assistant Scheduler	Beatina E. Theopold	XS	AD	$97,936		
Do	Executive Director (Global Development Council and Policy Advisor).	Jayne Thomisee	XS	AD	$132,009		
Do	Special Assistant	Rosarie G. Tucci	XS	AD	$64,292		
Do	.....do	Elizabeth Jaff	XS	AD	$62,467		

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Counselor	Career Incumbent	CA	FE	$176,871		
Do	Chief, Operating Officer	Vacant		OT			
	Office of the General Counsel						
Do	General Counsel	Lisa C. Gomer	NA	ES			
Do	Attorney Advisor General	Donald Gressett	XS	SL	$141,306		
	Bureau for Legislative and Public Affairs						
Do	Assistant Administrator	Vacant	PAS	EX	IV		
Do	Deputy Assistant Administrator, Legislative Affairs.	Barbara A. Feinstein	TA	ES			12/18/13
Do	Deputy Assistant Administrator, Legislative and Public Affairs.	Ann L. Doyle	XS	AD	$139,929		
Do	Congressional Liaison Officer	Joshua J. Albert	XS	AD	$108,717		
Do	Senior Advisor	Ginny J. Barahona	XS	AD	$108,717		
Do	Congressional Liaison Officer	Youshea Berry	XS	AD	$105,211		
Do	Director for Public Engagement	Kathryn Bunting	XS	AD	$160,886		
Do	Special Assistant	Angela Catella	XS	AD	$92,001		
Do	Congressional Liaison Officer	Dannie L. Diego	XS	AD	$119,238		
Do	Program Manager	Clay Doherty	XS	AD	$126,251		
Do	Special Assistant	Katharine B. Gage	XS	AD	$77,368		
Do	Director for Public Engagement	Rwaida Gharib	XS	AD	$112,224		
Do	Special Assistant	Jay Gilliam	XS	AD	$51,630		
Do	Senior Advisor	Barbara Larkin	XS	AD	$165,300		
Do	Congressional Liaison Specialist	Jeffrey Mettille	XS	AD	$61,474		
Do	Writer Editor	Kelly L. Ramundo	XS	AD	$89,033		
Do	Special Assistant	Laura M. Rodriguez	XS	AD	$53,350		
Do	Congressional Liaison Officer	Clifford Stammerman	XS	AD	$112,224		
Do	Public Affairs Specialist	Abigail Sugrue	XS	AD	$60,274		
	Policy, Planning and Learning						
Do	Senior Advisor (Strategy and Communication)	Negar Akhavi	XS	AD	$155,500		
Do	Senior Advisor	Thomas G. Beck	XS	AD	$140,259		
Do	Senior Advisor (Donor Coordination)	Sohini Chatterjee	XS	AD	$155,500		
Do	Office Director	Steven Feldstein	XS	AD	$132,009		
Do	Deputy Assistant to the Administrator	Lawrence A. Garber	XS	AD	$165,300		
Do	Senior Advisor (Global Engagement)	Nicole R. Goldin	XS	AD	$140,259		
Do	Coordinator of Disability and Inclusive Development.	Charlotte McLain-Nhlapo	XS	AD	$155,500		
Do	Deputy Assistant to the Administrator	Anthony F. Pipa	XS	AD	$153,049		
Do	Special Assistant	Jennifer Watts	XS	AD	$68,712		
Do	Assistant to the Administrator	Career Incumbent	CA	FE	$157,302		
Do	Deputy Assistant Administrator	.....do	CA	FE	$163,072		
Do	Director, Office of Donor Engagement	.....do	CA	FE	$154,627		
	Bureau for Asia						
Do	Assistant Administrator	Nisha Desai Biswal	PAS	EX	IV		
Do	Deputy Assistant Administrator	Gregory A. Beck	XS	AD	$146,999		
Do	.....do	Career Incumbent	CA	FE	$147,965		
Do	Special Assistant	Pooja Kadakia	XS	AD	$62,467		
Do	Senior Policy Advisor	Amy E. Searight	XS	AD	$132,009		
Do	Director, Office of Strategic Planning and Operations.	.....do	CA	OT	$155,500		
	Bureau for Middle East						
Do	Assistant Administrator	Mara E. Rudman	PAS	EX	IV		
Do	Deputy Assistant Administrator	Hady A. Amr	XS	AD	$161,175		
Do	Special Assistant	William J. Hummel	XS	AD	$79,864		
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$179,700		
Do	Director, Office of Iraq Reconstruction	.....do	CA	FE	$162,248		
Do	Director, Office of Middle East Affairs	Vacant		OT			
Do	Director, Office of Technical Support	.....do		OT			
	Bureau for Democracy, Conflict, and Humanitarian Assistance						
Do	Assistant Administrator	Nancy E. Lindborg	PAS	EX	IV		
Do	Special Assistant	Tsehaynesh E. Abebe	XS	AD	$68,712		
Do	Program Manager	Mark R. Bartolini	XS	AD	$127,883		
Do	Director, Office of Military Affairs	Beth Degrasse	XS	AD	$165,300		
Do	Director, Office of Military Affairs	Vacant		OT			
Do	Strategic Communications Advisor	Camille Eiss	XS	AD	$92,001		
Do	Director, Office of Food for Peace	Dina Marie Esposito	XS	AD	$152,635		
Do	Director, Office of Food for Peace	Vacant		OT			
Do	Senior Advisor	Jonathan Freeman	XS	AD	$87,520		
Do	Advisor	Ashley P. Hernreich	XS	AD	$105,211		
Do	Deputy Assistant Administrator (DCHA)	Sarah Mendelson	XS	AD	$160,886		
Do	Dept Director, OTI	Jennifer N. Parker	XS	AD	$127,883		

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Program Manager (Tech Lead Conflict Advisor).	Andrew T. Sweet	XS	AD	$108,717		
Do	Director DCHA/DG	David Yang	XS	AD	$165,300		
Do	Deputy Assistant Administrator	Vacant		OT			
Do	Director, Office of Civil Response	Career Incumbent	CA	OT	$152,207		
Do	Director, Office of Program, Policy and Management.	Vacant		OT			
Do	Senior Development Advisor	Career Incumbent	CA	FE	$162,392		
	Bureau for Global Health						
Do	Assistant Administrator	Ariel Pablos-Mendez	PAS	EX	IV		
Do	Deputy Assistant Administrator	Amie Batson	XS	AD	$165,300		
Do	Special Assistant	Leek A. Deng	XS	AD	$51,630		
Do	Senior Advisor	Wendy A. Taylor	XS	AD	$165,300		
Do	Malaria Coordinator	Robert T. Ziemer	PA	AD	$157,989		
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$162,392		
Do	Director, Office of Health, Infectious Disease and Nutrition.	Vacant		OT			
Do	Director, Office of HIV/AIDS	.....do		OT			
Do	Director, Office of Strategic Planning and Budget.	.....do		OT			
	Bureau for Africa						
Do	Assistant Administrator	Earl Gast	PAS	EX	IV		
Do	Deputy Assistant Administrator AFR/AA	Linda Etim	XS	AD	$157,936		
Do	Deputy Assistant Administrator	Rajakumari Jandhyala	XS	AD	$144,976		
Do	Senior Advisor for Economic Growth	Ricardo Michel	XS	AD	$136,134		
Do	Senior Advisor	Chloe Schwenke	XS	AD	$140,259		
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$156,206		
Do	Director, Office of East African Affairs	.....do	CA	FE	$148,809		
Do	Director, Office of Sustainable Development	.....do	CA	FE	$159,559		
Do	Director, Office of Southern Africa Affairs	.....do	CA	OT	$155,500		
Do	Director, Office of Sudan Programs	.....do	CA	OT	$155,500		
Do	Director, Office of West African Affairs	.....do	CA	OT	$155,500		
	Bureau for Europe and Eurasia						
Do	Assistant Administrator	Paige Alexander	PAS	EX	IV		
Do	Deputy Assistant Administrator	Jonathan S. Hale	XS	AD	$132,009		
Do	Director, Office of Eurasian Affairs	.....do	CA	FE	$157,364		
	Bureau for Latin America and the Caribbean						
Do	Assistant Administrator	Mark Barry Feierstein	PAS	EX	IV		
Do	Senior Advisor	Paloma M Adams	XS	AD	$155,500		
Do	International Cooperation Specialist	Mileydi Guilarte	XS	AD	$112,224		
Do	Deputy Assistant Administrator	Mark E. Lopes	XS	AD	$153,048		
Do	Special Assistant	Oliva A. Lopez	XS	AD	$64,292		
Do	Staff Assistant	Lillian W. Trienens	XS	AD	$64,548		
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$170,571		
Do	Director, Office of Programs	Vacant		FE			
Do	Director, Office of Economic Growth	Career Incumbent	CA	FE	$164,830		
Do	Director, Office of Democracy, Governance and Social Transition.	.....do	CA	FE	$155,500		
Do	Deputy Assistant Administrator	.....do	CA	FE	$157,364		
Do	Director, Strategic and Program Office	Vacant		OT			
Do	Director, Office of Caribbean Affairs	Career Incumbent	CA	FE	$150,284		
Do	Director, Office of Regional and Sustainable Development.	.....do	CA	OT	$155,500		
	Bureau for Management						
Do	Assistant Administrator	Vacant	PAS	EX			
Do	Special Assistant	Sophia A. Magill	XS	AD	$51,630		
Do	Deputy Assistant Administrator	John S. Munzer	XS	AD	$123,758		
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$153,459		
Do	Director, Office of Management Services	.....do	CA	OT	$155,500		
Do	Chief, Overseas Management Division	.....do	CA	OT	$152,207		
	Office of Human Resources						
Do	Special Assistant	Anna P. Franklin	XS	AD	$74,872		
Do	Chief, Foreign Service Personnel	Career Incumbent	CA	OT	$155,500		
	Bureau for Economic Growth, Agriculture and Trade						
Do	Assistant Administrator	Eric Postel	PA	EX	IV		
Do	Deputy Assistant Administrator	Wendy E. Abt	XS	AD	$165,300		
Do	Global Climate Change Coordinator	Katharine M. Batten	XS	AD	$165,300		
Do	Program Manager	Shari Berenbach	XS	AD	$155,500		
Do	Policy Advisor	John Comings	XS	AD	$123,758		
Do	Senior Advisor (Gender)	Karen J. Frederickson	XS	AD	$148,510		
Do	Senior Environment Advisor	Christian Holmes	XS	AD	$165,300		

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	General Business Specialist	Benjamin Hubbard	XS	AD	$135,555	.....	
Do	Special Assistant	Keren O. Johnson	XS	AD	$72,876	.....	
Do	Deputy Assistant Administrator	Career Incumbent	CA	FE	$173,807	.....	
Do	.....do	Vacant	.....	OT	.....	.....	
Do	Director, Office of Economic Growth	Career Incumbent	CA	OT	$155,500	.....	
Do	Director, Office Education	.....do	CA	OT	$126,851	.....	
Do	Director, Office of Infrastructure and Engineering.	Vacant	.....	OT	.....	.....	
Do	Director, Office of Policy, Information, Communication and Outreach.	Career Incumbent	CA	OT	$143,469	.....	
	Bureau for Foreign Assistance						
Do	Regional Director	.....do	CA	OT	$147,773	.....	
	Office of Afghanistan and Pakistan Affairs						
Do	Assistant to the Administrator	Alexander Thier	XS	AD	$157,686	.....	
Do	Program Manager	Vacant	.....	OT	.....	.....	
Do	.....do	Career Incumbent	CA	OT	$131,294	.....	
Do	Supervisory Program Manager	Vacant	.....	OT	.....	.....	
	Bureau for Food Security						
Do	Chief Scientist and Senior Advisor to the Administrator.	Julie A. Howard	XS	AD	$131,183	.....	
Do	Senior Advisor	Sean Maloney	XS	AD	$108,717	.....	
Do	Deputy Coordinator, Development	Tjada D. McKenna	XS	AD	$152,635	.....	
Do	Assistant to the Administrator	Career Incumbent	CA	FE	$175,564	.....	
Do	Deputy Assistant Administrator	.....do	CA	OT	$139,290	.....	
Do	Senior Development Advisor	.....do	CA	OT	$155,500	.....	
Do	Director, Office of Agriculture, Research and Technology.	Vacant	.....	OT	.....	.....	
	Office of Budget and Resource Management						
Do	Budget Advisor	Farrah Barrios	XS	AD	$108,717	.....	
Do	Special Advisor	Nishant Roy	XS	AD	$77,368	.....	
Do	Senior Advisor	Michele M. Sumilas	XS	AD	$155,500	.....	
Do	Assistant to the Administrator	Vacant	.....	OT	.....	.....	
Do	Deputy Assistant Administrator	.....do	.....	OT	.....	.....	
Do	.....do	Career Incumbent	CA	FE	$158,458	.....	
Do	.....do	.....do	CA	FE	$178,796	.....	
Do	Deputy Office Director for Management	Vacant	.....	OT	.....	.....	
Do	Director, Office of Acquisition and Assistance	Career Incumbent	CA	OT	$152,207	.....	
Do	Deputy Director, Office of Acquisition and Assistance.	.....do	CA	OT	$152,207	.....	
	Office of Innovation and Development Alliances						
Do	Senior Communications and Engagement Coordinator.	Cynthia Jasso-Rotunno	XS	AD	$165,300	.....	
Do	Special Assistant for Engagement	Rose K. Kennedy-Townsend.	XS	AD	$53,350	.....	
Do	Special Programs Director	Maureen E. Kinder	XS	AD	$105,211	.....	
Do	Senior Advisor	Claire Lucas	XS	AD	$165,300	.....	
Do	Deputy Director	Vacant	.....	OT	.....	.....	

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT OFFICE OF THE INSPECTOR GENERAL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Inspector General	Vacant	PAS	OT	.....	.....	

UNITED STATES - CHINA ECONOMIC AND SECURITY REVIEW COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Dennis C. Shea	XS	PD	.....	2 Years	12/31/12
Do	Vice Chairman	William A. Reinsch	XS	PD	0	2 Years	12/31/13
Do	Commissioner	Carolyn Bartholomew	XS	PD	0	2 Years	12/31/13
Do	.....do	Daniel A. Blumenthal	XS	PD	0	2 Years	12/31/13
Do	.....do	Peter T. Brookes	XS	PD	0	2 Years	12/31/13
Do	.....do	Robin Cleveland	XS	PD	0	2 Years	12/31/12
Do	.....do	C. Richard D'Amato	XS	PD	0	2 Years	12/31/12

UNITED STATES - CHINA ECONOMIC AND SECURITY REVIEW COMMISSION—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner	Jeffrey L. Fiedler	XS	PD	0	2 Years	12/31/12
Do	.....do	Carte P. Goodwin	XS	PD	0	2 Years	12/31/13
Do	.....do	Daniel M. Slane	XS	PD	0	2 Years	12/31/13
Do	.....do	Michael R. Wessel	XS	PD	0	2 Years	12/31/12
Do	.....do	Larry M. Wortzel	XS	PD	0	2 Years	12/31/12

UNITED STATES COMMISSION ON INTERNATIONAL RELIGIOUS FREEDOM

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner	Vacant	PA	WC	.....	2 Years	
Do	.....do	Azizah al-Hibri	PA	WC	.....	2 Years	
Do	.....do	William Shaw	PA	WC	.....	2 Years	

UNITED STATES COMMISSION FOR THE PRESERVATION OF AMERICA'S HERITAGE ABROAD

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Warren L. Miller	PA	WC	.....	.....	
Do	Member	Ned W. Bandler	PA	WC	.....	.....	
Do	.....do	Dorothy A. Bennett	PA	WC	.....	.....	
Do	.....do	Herbert Block	PA	WC	.....	.....	
Do	.....do	Tyrone C. Fahner	PA	WC	.....	.....	
Do	.....do	Emil A. Fish	PA	WC	.....	.....	
Do	.....do	Jules Fleischer	PA	WC	.....	.....	
Do	.....do	Martin B. Gold	PA	WC	.....	.....	
Do	.....do	Michael B. Levy	PA	WC	.....	.....	
Do	.....do	Rachmiel Liberman	PA	WC	.....	.....	
Do	.....do	Harley Lippman	PA	WC	.....	.....	
Do	.....do	Michael A. Menis	PA	WC	.....	.....	
Do	.....do	Larry Pressler	PA	WC	.....	.....	
Do	.....do	Jonathan J. Rikoon	PA	WC	.....	.....	
Do	.....do	Harriet Rotter	PA	WC	.....	.....	
Do	.....do	Lee R. Seeman	PA	WC	.....	.....	
Do	.....do	Joan E. Silber	PA	WC	.....	.....	
Do	.....do	Richard Weisberg	PA	WC	.....	.....	
Do	.....do	Lesley Weiss	PA	WC	.....	.....	
Do	.....do	Susan C. York	PA	WC	.....	.....	
Do	.....do	Gary P. Zola	PA	WC	.....	.....	

UNITED STATES ELECTION ASSISTANCE COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Commissioner	Vacant	PAS	EX	IV	4 Years	
Do	.....do	.....do	PAS	EX	IV	4 Years	
Do	.....do	.....do	PAS	EX	IV	4 Years	
Do	.....do	.....do	PAS	EX	IV	4 Years	

UNITED STATES HOLOCAUST MEMORIAL COUNCIL

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman (Chair has separate appointment as Council Member).	Tom A. Bernstein	PA	PD	$596	5 Years	01/15/17
Do	Vice Chairman (Vice Chair has separate appointment as Council Member).	Joshua B. Bolten	PA	PD	$596	5 Years	01/15/15
Do	Member	Edward I. Koch	PA	PD	$596	5 Years	01/15/10
Do	.....do	Debra Abrams	PA	PD	$596	5 Years	01/15/11
Do	.....do	Alan I. Casden	PA	PD	$596	2 Years	01/15/11
Do	.....do	Norma Lerner	PA	PD	$596	5 Years	01/15/11
Do	.....do	J. Philip Rosen	PA	PD	$596	5 Years	01/15/11
Do	.....do	Bradley D. Wine	PA	PD	$596	5 Years	01/15/11
Do	.....do	Judith Yudof	PA	PD	$596	5 Years	01/15/11
Do	.....do	Miriam Adelson	PA	PD	$596	5 Years	01/15/12

UNITED STATES HOLOCAUST MEMORIAL COUNCIL—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Member	Carol B. Cohen	PA	PD	$596	5 Years	01/15/12
Do	do	Joel M. Geiderman	PA	PD	$596	5 Years	01/15/12
Do	do	Michael J. Gerson	PA	PD	$596	5 Years	01/15/12
Do	do	Zvi Y. Gitelman	PA	PD	$596	5 Years	01/15/12
Do	do	Marc Goldman	PA	PD	$596	5 Years	01/15/12
Do	do	William S. Levine	PA	PD	$596	5 Years	01/15/12
Do	do	Kenneth B. Mehlman	PA	PD	$596	5 Years	01/15/12
Do	do	Jeffrey S. Wilpon	PA	PD	$596	5 Years	01/15/12
Do	do	Fred S. Zeidman	PA	PD	$596	5 Years	01/15/12
Do	do	Norman R. Bobins	PA	PD	$596	5 Years	01/15/13
Do	do	Joseph M. Brodecki	PA	PD	$596	5 Years	01/15/13
Do	do	Michael David Epstein	PA	PD	$596	5 Years	01/15/13
Do	do	Donald Etra	PA	PD	$596	5 Years	01/15/13
Do	do	David M. Flaum	PA	PD	$596	5 Years	01/15/13
Do	do	Andrew S. Hochberg	PA	PD	$596	5 Years	01/15/13
Do	do	Ezra Katz	PA	PD	$596	5 Years	01/15/13
Do	do	Howard E. Konar	PA	PD	$596	5 Years	01/15/13
Do	do	Douglas R. Korn	PA	PD	$596	5 Years	01/15/13
Do	do	Hadassah F. Lieberman	PA	PD	$596	5 Years	01/15/13
Do	do	Pierre-Richard Prosper	PA	PD	$596	5 Years	01/15/13
Do	do	Elliott Abrams	PA	PD	$596	5 Years	01/15/14
Do	do	Michael Chertoff	PA	PD	$596	5 Years	01/15/14
Do	do	William J. Danhof	PA	PD	$596	5 Years	01/15/14
Do	do	Sanford L. Gottesman	PA	PD	$596	5 Years	01/15/14
Do	do	Cheryl F. Halpern	PA	PD	$596	5 Years	01/15/14
Do	do	J. David Heller	PA	PD	$596	5 Years	01/15/14
Do	do	Amy Kaslow	PA	PD	$596	5 Years	01/15/14
Do	do	M. Ronald Krongold	PA	PD	$596	5 Years	01/15/14
Do	do	Michael B. Mukasey	PA	PD	$596	5 Years	01/15/14
Do	do	Daniel J. Silva	PA	PD	$596	5 Years	01/15/14
Do	do	Matthew L. Adler	PA	PD	$596	5 Years	01/15/15
Do	do	Kitty Dukakis	PA	PD	$596	5 Years	01/15/15
Do	do	K. Chaya Friedman	PA	PD	$596	5 Years	01/15/15
Do	do	Mark D. Goodman	PA	PD	$596	5 Years	01/15/15
Do	do	Joseph D. Gutman	PA	PD	$596	4 Years	01/15/15
Do	do	Roman D. Kent	PA	PD	$596	4 Years	01/15/15
Do	do	Deborah E. Lipstadt	PA	PD	$596	4 Years	01/15/15
Do	do	Ronald Ratner	PA	PD	$596	5 Years	01/15/15
Do	do	Menachem Z. Rosensaft	PA	PD	$596	5 Years	01/15/15
Do	do	Kirk A. Rudy	PA	PD	$596	5 Years	01/15/15
Do	do	Nancy B. Gilbert	PA	PD	$596	5 Years	01/15/16
Do	do	Marc R. Stanley	PA	PD	$596	5 Years	01/15/16
Do	do	Howard D. Unger	PA	PD	$596	5 Years	01/15/16
Do	do	Clemantine Wamariya	PA	PD	$596	5 Years	01/15/16
Do	do	Elie Wiesel	PA	PD	$596	5 Years	01/15/16
Do	do	Tom A. Bernstein	PA	PD	$596	5 Years	01/15/12
Do	do	Joshua B. Bolten	PA	PD	$596	5 Years	01/15/14

UNITED STATES INSTITUTE OF PEACE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman of the Board of Directors	J. Robinson West	PAS	PD		4 Years	
Do	Vice Chairman of the Board of Directors	George E. Moose	PAS	PD		4 Years	
Do	Member of the Board of Directors	Judy Ansley	PAS	PD		4 Years	
Do	do	Eric S. Edelman	PAS	PD		4 Years	
Do	do	Kerry Kennedy	PAS	PD		4 Years	
Do	do	Ikram Khan	PAS	PD		4 Years	
Do	do	John A. Lancaster	PAS	PD		4 Years	
Do	do	Stephen D. Krasner	PAS	PD		4 Years	
Do	do	Jeremy Rabkin	PAS	PD		4 Years	
Do	do	Judy Van Rest	PAS	PD		4 Years	
Do	do	Nancy M. Zirkin	PAS	PD		4 Years	
Do	do	Leon E. Panetta	PAS	PD		4 Years	
Do	do	Hillary R. Clinton	PAS	PD		4 Years	
Do	do	Vacant	PAS	PD			
Do	do	do	PAS	PD			

UNITED STATES INTERNATIONAL TRADE COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
	OFFICE OF THE CHAIRMAN						
Washington, DC	Chairman	Irving A. Williamson, Esq	PAS	EX	III		06/16/14
Do	Vice Chairman	Vacant	PAS	EX	IV		
Do	Commissioner	Daniel R. Pearson	PAS	EX	IV		06/16/13
Do	.....do	David S. Johanson	PAS	EX	IV		
Do	.....do	Dean Arthur Pinkert	PAS	EX	IV		
Do	.....do	Shara L. Aranoff	PAS	EX	IV		06/24/13
Do	.....do	Deanna T. Okun	PAS	EX	III		06/16/13
Do	Chief of Staff	Vacant	.....	ES	.....		
Do	Staff Assistant (Legal)	Dana A. Lofgren	SC	GS	13		
Do	.....do	Michael Diehl	SC	GS	15		
Do	.....do	Stephanie Lynn Nagel	SC	GS	15		
Do	Confidential Assistant	Kasey Caroline Sporck	SC	GS	11		
Do	Executive Assistant	Sybia Kea Harrison	SC	GS	13		
Do	Staff Assistant	Erin D. Joffre	SC	GS	15		
Do	Staff Assistant (Legal)	Michael Joseph Robbins	SC	GS	14		
Do	.....do	Stuart M. Weiser	SC	GS	15		
Do	.....do	Michael P. Mabile	SC	GS	15		
Do	Staff Assistant (Economics)	John H. Davitt	SC	GS	14		
Do	Executive Assistant	Sally E. Knight	SC	GS	13		
Do	Staff Assistant (Legal)	Jonathan G. Seiger	SC	GS	15		
Do	.....do	Karen Veninga Driscoll	SC	GS	15		
Do	.....do	William Theodore Kane	SC	GS	15		
Do	Confidential Assistant	Cordelia Odessa Stroman-Blair.	SC	GS	12		
Do	Executive Assistant	Joyce Rylyk	SC	GS	13		
	OFFICE OF ADMINISTRATION						
Do	Director	Career Incumbent	CA	ES	.....		
	OFFICE OF THE GENERAL COUNSEL						
Do	General Counsel	.....do	CA	ES	.....		
	OFFICE OF OPERATIONS						
Do	Director	Vacant	.....	ES	.....		
	Office of Economics						
Do	Director	Career Incumbent	CA	ES	.....		
	Office of Tariff Affairs and Trade Agreements						
Do	Director	.....do	CA	ES	.....		
	Office of Unfair Import Investigations						
Do	Director	.....do	CA	ES	.....		

UNITED STATES POSTAL SERVICE

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman, Board of Governors	Thurgood Marshall, Jr	PAS	OT	.....	.....	
Do	Vice Chairman, Board of Governors	Mickey D. Barnett	PAS	OT	.....	.....	
Do	Member, Board of Governors	James H. Bilbray	PAS	OT	.....	.....	
Do	.....do	Louis J. Giuliano	PAS	OT	.....	.....	
Do	.....do	Dennis J. Toner	PAS	OT	.....	.....	
Do	.....do	Ellen C. Williams	PAS	OT	.....	.....	
Do	Postmaster General	Patrick R. Donahoe	XS	OT	.....	.....	
Do	Deputy Postmaster General	Ronald A. Stroman	XS	OT	.....	.....	
Do	Chief Operating Officer and Executive Vice President.	Megan J. Brennan	XS	OT	.....	.....	
Do	Chief Financial Officer and Executive Vice President.	Joseph Corbett	XS	OT	.....	.....	
Do	General Counsel and Executive Vice President.	Mary A. Gibbons	XS	OT	.....	.....	
Do	Chief Marketing/Sales Officer and Executive Vice President.	Nagisa Manabe	XS	OT	.....	.....	
Do	Chief Human Resources Officer and Executive Vice President.	Anthony J. Vegliante	XS	OT	.....	.....	
Arlington, VA	Deputy Assistant Inspector General for Investigations.	Vacant	.....	ES	.....	.....	
Do	Chief Postal Inspector	Guy J. Cottrell	XS	OT	.....	.....	
Do	Judicial Officer	William A. Campbell	XS	OT	.....	.....	
Do	Vice President, Government Relations and Public Policy.	Marie T. Dominguez	XS	OT	.....	.....	
Do	Vice President, Corporate Communications	Samuel M. Pulcrano	XS	OT	.....	.....	

UNITED STATES POSTAL SERVICE—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Arlington, VA	Vice President, Consumer and Industry Affairs.	Maura Robinson	XS	OT			
Do	Vice President, Delivery and Post Office Operations.	Dean J. Granholm	XS	OT			
Do	Vice President, Facilities	Tom A. Samra	XS	OT			
Do	Vice President, Network Operations	David E. Williams, Jr	XS	OT			
Do	Vice President, Engineering Systems	Michael J. Amato	XS	OT			
Do	Vice President, Product Information	James P. Cochrane	XS	OT			
Do	Vice President, Information Technology	John T. Edgar	XS	OT			
Do	Vice President, Mail Entry and Payment Technology.	Pritha Mehra	XS	OT			
Do	Vice President, Finance and Planning	Stephen J. Masse	XS	OT			
Do	Vice President, Supply Management	Susan M. Brownell	XS	OT			
Do	Vice President, Controller	Timothy F. O'Reilly	XS	OT			
Do	Vice President, Domestic Products	Gary C. Reblin	XS	OT			
Do	Vice President, Sales	William C. Rucker III	XS	OT			
Do	Vice President, Channel Access	Kelly M. Sigmon	XS	OT			
Do	Vice President, Global Business	Giselle E. Valera	XS	OT			
Do	Vice President, Pricing	Jeffrey C. Williamson	XS	OT			
Do	Vice President, Employee Resource Management.	Deborah M. Giannoni-Jackson.	XS	OT			
Do	Vice President, Labor Relations	Douglas A. Tulino	XS	OT			
Do	Vice President, Digital Solutions	Paul Vogel	XS	OT			
Do	Vice President, Chief Information Officer and Executive Vice President.	Ellis A. Burgoyne	XS	OT			
Do	Vice President, Area Operations Capital Metro Area.	David C. Fields	XS	OT			
Do	Vice President, Area Operations Eastern Area	Jordan M. Small	XS	OT			
Do	Vice President, Area Operations Great Lakes Area.	Jacqueline Krage Strako	XS	OT			
Do	Vice President, Area Operations Northeast Area.	Richard P. Uluski	XS	OT			
Do	Vice President, Area Operations Pacific Area	Drew T. Aliperto	XS	OT			
Do	Vice President, Area Operations Southern Area.	Jo Ann Feindt	XS	OT			
Do	Vice President, Area Operations Western Area.	Sylvester Black	XS	OT			
Do	Deputy Assistant Inspector General (Investigations).	Lavan Griffith	XS	OT			

UTAH RECLAMATION MITIGATION AND CONSERVATION COMMISSION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Salt Lake City, UT	Commissioner Member	Jody L. Williams	PA	PD			
Do	.....do	James F. Karpowitz	PA	WC			
Do	.....do	Brad T. Barber	PA	PD			
Do	.....do	Dallin W. Jensen	PA	PD			
Do	.....do	Don A. Christiansen	PA	WC			
Do	Executive Director	Michael C. Weland	XS	GS	15		

VIETNAM EDUCATION FOUNDATION

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Chairman	Isaac F. Silvera	PA	AD			
Do	Member	Sandy Hoa Dang	PA	AD			
Do	.....do	David T. Duong	PA	AD			
Do	.....do	Marjorie Margolies	PA	AD			
Do	.....do	Anhlan P. Nguyen	PA	AD			
Do	.....do	Quyen N. Vuong	PA	AD			
Do	Executive Director	Lynne A. McNamara	XS	AD	$155,500		

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Director	Vacant	XS	AD			

WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS—Continued

Location	Position	Name of Incumbent	Type of Appt.	Pay Plan	Level, Grade, or Pay	Tenure	Expires
Washington, DC	Associate Director	Vacant	XS	AD	.....	.....	
Do	Senior Executive Officer	Robert S. Litwak	XS	AD	$155,500	.....	

APPENDICES

APPENDIX NO. 1

SUMMARY OF POSITIONS SUBJECT TO NONCOMPETITIVE APPOINTMENT

PAS = Positions Subject to Presidential Appointment with Senate Confirmation
PA = Positions Subject to Presidential Appointment without Senate Confirmation
GEN = Positions Designated as Senior Executive Service "General"
NA = Senior Executive Service General Positions Filled by Noncareer Appointment
TA = Senior Executive Service Positions Filled by Limited Emergency or Limited Term Appointment
SC = Positions Filled by Schedule C Excepted Appointment
XS = Positions Subject to Statutory Excepted Appointment

Agency or Department	PAS	PA	GEN	NA	TA	SC	XS
ADMINISTRATIVE CONFERENCE OF THE UNITED STATES	1	5	3	0	0	0	0
ADVISORY COUNCIL ON HISTORIC PRESERVATION	0	11	0	0	0	0	0
AFRICAN DEVELOPMENT FOUNDATION	0	0	0	0	0	0	1
AMERICAN BATTLE MONUMENTS COMMISSION	0	12	0	0	0	0	0
APPALACHIAN REGIONAL COMMISSION	2	0	0	0	0	0	0
ARCHITECT OF THE CAPITOL	1	0	0	0	0	0	0
ARCHITECTURAL AND TRANSPORTATION BARRIERS COMPLIANCE BOARD (UNITED STATES ACCESS BOARD)	0	13	0	0	0	0	0
ARCTIC RESEARCH COMMISSION	0	7	1	0	0	0	0
ARMED FORCES RETIREMENT HOME	0	0	1	0	0	0	0
BARRY GOLDWATER SCHOLARSHIP AND EXCELLENCE IN EDUCATION FOUNDATION	8	0	0	1	0	0	0
BROADCASTING BOARD OF GOVERNORS	9	0	16	2	2	2	0
CENTRAL INTELLIGENCE AGENCY	3	1	0	0	0	0	0
CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD	5	0	2	0	1	0	0
CHRISTOPHER COLUMBUS FELLOWSHIP FOUNDATION	0	13	0	0	0	0	0
COMMISSION OF FINE ARTS	0	7	1	0	0	0	0
COMMISSION ON CIVIL RIGHTS	0	4	4	0	0	7	4
COMMITTEE FOR PURCHASE FROM PEOPLE WHO ARE BLIND OR SEVERELY DISABLED	0	15	1	0	0	0	0
COMMODITY FUTURES TRADING COMMISSION	5	0	3	0	0	7	0
CONSUMER FINANCIAL PROTECTION BUREAU	1	0	0	0	0	0	0
CONSUMER PRODUCT SAFETY COMMISSION	5	0	15	1	0	15	0
CONSUMER PRODUCT SAFETY COMMISSION OFFICE OF THE INSPECTOR GENERAL	0	0	1	0	0	0	0
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE	14	0	0	0	0	0	31
COUNCIL OF INSPECTORS GENERAL ON INTEGRITY AND EFFICIENCY	0	0	2	0	0	0	0
COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA	1	0	1	0	0	0	0
DEFENSE NUCLEAR FACILITIES SAFETY BOARD	5	0	2	0	0	0	1
DELAWARE RIVER BASIN COMMISSION	0	1	0	0	0	0	0
DELTA REGIONAL AUTHORITY	1	1	0	0	0	0	0
DEPARTMENT OF AGRICULTURE	13	3	138	39	4	164	0
DEPARTMENT OF AGRICULTURE OFFICE OF THE INSPECTOR GENERAL	1	0	1	0	0	0	0
DEPARTMENT OF COMMERCE	23	0	139	36	1	84	1
DEPARTMENT OF COMMERCE OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF DEFENSE	(53)	0	(357)	(74)	(13)	(101)	0
OFFICE OF THE SECRETARY OF DEFENSE	31	0	283	61	8	74	0
DEPARTMENT OF THE AIR FORCE	7	0	14	3	0	6	0
DEPARTMENT OF THE ARMY	8	0	35	6	4	11	0
DEPARTMENT OF THE NAVY	7	0	25	4	1	10	0
DEPARTMENT OF EDUCATION	16	1	58	14	0	115	2
DEPARTMENT OF EDUCATION OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF ENERGY	22	0	443	21	1	69	1

Agency or Department	PAS	PA	GEN	NA	TA	SC	XS
DEPARTMENT OF ENERGY OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF HEALTH AND HUMAN SERVICES	19	1	372	72	2	68	1
DEPARTMENT OF HEALTH AND HUMAN SERVICES OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF HOMELAND SECURITY	20	2	122	55	17	83	4
DEPARTMENT OF HOMELAND SECURITY OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT	13	0	96	19	1	47	0
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF JUSTICE	224	0	142	49	4	65	0
DEPARTMENT OF JUSTICE OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF LABOR	17	0	62	24	5	80	0
DEPARTMENT OF LABOR OFFICE OF INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF STATE	253	5	147	38	8	104	0
DEPARTMENT OF STATE OFFICE OF THE INSPECTOR GENERAL	1	0	1	0	0	0	0
DEPARTMENT OF THE INTERIOR	17	0	195	39	6	46	3
DEPARTMENT OF THE INTERIOR OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF THE TREASURY	33	0	113	30	6	44	0
DEPARTMENT OF THE TREASURY INSPECTOR GENERAL FOR TAX ADMINISTRATION	1	0	0	0	0	0	0
DEPARTMENT OF THE TREASURY OFFICE OF THE INSPECTOR GENERAL	1	0	2	0	1	0	0
DEPARTMENT OF THE TREASURY SPECIAL INSPECTOR GENERAL FOR THE TROUBLED ASSET RELIEF PROGRAM	1	0	2	0	1	0	0
DEPARTMENT OF TRANSPORTATION	22	0	170	27	2	38	4
DEPARTMENT OF TRANSPORTATION OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DEPARTMENT OF VETERANS AFFAIRS	14	0	322	10	5	10	85
DEPARTMENT OF VETERANS AFFAIRS OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
DWIGHT D EISENHOWER MEMORIAL COMMISSION	0	3	0	0	0	0	1
ENVIRONMENTAL PROTECTION AGENCY	13	0	115	28	6	23	0
ENVIRONMENTAL PROTECTION AGENCY OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	6	0	38	3	0	1	0
EQUAL EMPLOYMENT OPPORTUNITY COMMISSION OFFICE OF THE INSPECTOR GENERAL	0	0	1	0	0	0	0
EXECUTIVE OFFICE OF THE PRESIDENT	29	106	99	21	1	43	22
EXPORT-IMPORT BANK	6	0	0	0	0	13	0
FARM CREDIT ADMINISTRATION	3	0	0	0	0	3	0
FEDERAL COMMUNICATIONS COMMISSION	5	0	47	3	0	3	5
FEDERAL DEPOSIT INSURANCE CORPORATION	5	0	0	0	0	1	0
FEDERAL ELECTION COMMISSION	6	0	0	0	0	0	18
FEDERAL ENERGY REGULATORY COMMISSION	5	0	47	1	0	4	0
FEDERAL FINANCIAL INSTITUTIONS EXAMINATION COUNCIL	0	0	1	0	0	0	0
FEDERAL HOUSING FINANCE AGENCY	1	0	0	0	0	1	0
FEDERAL LABOR RELATIONS AUTHORITY	4	7	0	0	0	0	2
FEDERAL MARITIME COMMISSION	5	0	3	0	0	2	0
FEDERAL MEDIATION AND CONCILIATION SERVICE	1	0	4	0	0	0	0
FEDERAL MINE SAFETY AND HEALTH REVIEW COMMISSION	4	1	1	0	1	3	0
FEDERAL RESERVE SYSTEM	7	0	0	0	0	0	0
FEDERAL RETIREMENT THRIFT INVESTMENT BOARD	5	0	6	0	0	0	1
FEDERAL TRADE COMMISSION	5	0	32	6	0	1	0
GENERAL SERVICES ADMINISTRATION	1	0	20	11	2	26	0
GENERAL SERVICES ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
GOVERNMENT ACCOUNTABILITY OFFICE	1	0	0	0	0	0	0
GOVERNMENT PRINTING OFFICE	1	0	0	0	0	1	3
HARRY S. TRUMAN SCHOLARSHIP FOUNDATION	0	0	0	0	0	0	1
INTER-AMERICAN FOUNDATION	9	0	0	0	0	0	1
INTERNATIONAL BOUNDARY AND WATER COMMISSION	0	1	0	0	0	0	0
INTERNATIONAL BOUNDARY COMMISSION: UNITED STATES AND CANADA	0	1	0	0	0	0	0
INTERNATIONAL JOINT COMMISSION	3	0	0	0	0	0	0
INTERSTATE COMMISSION ON THE POTOMAC RIVER BASIN	0	3	0	0	0	0	0

Agency or Department	PAS	PA	GEN	NA	TA	SC	XS
JAMES MADISON MEMORIAL FELLOWSHIP FOUNDATION	0	0	0	0	0	0	1
JAPAN UNITED STATES FRIENDSHIP COMMISSION	0	0	1	0	0	0	0
JOHN F. KENNEDY CENTER	36	0	0	0	0	0	0
LIBRARY OF CONGRESS	1	10	0	0	0	0	1
MARINE MAMMAL COMMISSION	3	0	0	0	0	0	1
MEDICAID AND CHIP PAYMENT AND ACCESS COMMISSION	0	0	0	0	0	0	5
MEDICARE PAYMENT ADVISORY COMMISSION	0	0	0	0	0	0	9
MERIT SYSTEMS PROTECTION BOARD	3	0	3	4	0	0	0
MILLENNIUM CHALLENGE CORPORATION	3	10	0	0	0	0	6
MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION	9	0	0	0	0	0	0
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	3	0	34	5	1	7	0
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION	1	0	8	0	0	0	10
NATIONAL CAPITAL PLANNING COMMISSION	0	3	0	0	0	0	0
NATIONAL COUNCIL ON DISABILITY	15	0	0	0	0	0	0
NATIONAL CREDIT UNION ADMINISTRATION	3	0	0	0	0	7	0
NATIONAL ENDOWMENT FOR THE HUMANITIES OFFICE OF THE INSPECTOR GENERAL	0	0	1	0	0	0	0
NATIONAL FOUNDATION ON THE ARTS AND THE HUMANITIES	48	0	11	6	0	9	0
NATIONAL LABOR RELATIONS BOARD	6	0	12	6	1	0	0
NATIONAL MEDIATION BOARD	3	0	1	0	0	2	0
NATIONAL SCIENCE FOUNDATION	2	0	79	0	12	0	0
NATIONAL TRANSPORTATION SAFETY BOARD	5	0	2	1	0	4	0
NORTHERN BORDER REGIONAL COMMISSION	1	0	0	0	0	0	0
NUCLEAR REGULATORY COMMISSION	5	0	43	1	0	0	26
NUCLEAR REGULATORY COMMISSION OFFICE OF THE INSPECTOR GENERAL	1	0	0	1	0	0	0
NUCLEAR WASTE TECHNICAL REVIEW BOARD	0	11	1	0	0	0	0
OCCUPATIONAL SAFETY AND HEALTH REVIEW COMMISSION	3	0	1	1	0	2	0
OFFICE OF GOVERNMENT ETHICS	1	0	1	0	0	0	0
OFFICE OF NAVAJO AND HOPI INDIAN RELOCATION	1	0	2	0	0	0	0
OFFICE OF PERSONNEL MANAGEMENT	2	0	40	10	2	13	0
OFFICE OF PERSONNEL MANAGEMENT OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
OFFICE OF SPECIAL COUNSEL	1	0	4	1	1	0	0
OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE	5	2	0	0	0	0	0
OFFICE OF THE FEDERAL COORDINATOR ALASKA NATURAL GAS TRANSPORTATION PROJECTS	1	0	0	0	0	0	0
OFFICE OF THE SECRETARY OF DEFENSE OFFICE OF THE INSPECTOR GENERAL	1	0	1	0	1	0	0
OVERSEAS PRIVATE INVESTMENT CORPORATION	9	0	0	0	0	0	14
PEACE CORPS	2	0	0	0	0	0	26
PENSION BENEFIT GUARANTY CORPORATION	1	0	0	0	0	2	0
POSTAL REGULATORY COMMISSION	5	0	0	0	0	0	0
PRESIDENTS COMMISSION ON WHITE HOUSE FELLOWSHIPS	0	0	0	1	0	2	0
PRESIDIO TRUST	0	6	0	1	0	0	1
RAILROAD RETIREMENT BOARD	3	0	0	0	0	0	0
RAILROAD RETIREMENT BOARD OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
RECOVERY ACCOUNTABILITY AND TRANSPARENCY BOARD	0	0	0	0	0	0	2
SECURITIES AND EXCHANGE COMMISSION	5	0	0	0	0	18	0
SELECTIVE SERVICE SYSTEM	1	0	0	1	0	0	0
SMALL BUSINESS ADMINISTRATION	3	0	18	11	0	31	0
SMALL BUSINESS ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0
SMITHSONIAN INSTITUTION	0	0	0	0	0	0	2
SOCIAL SECURITY ADMINISTRATION	2	3	128	3	0	2	12
SOCIAL SECURITY ADMINISTRATION OFFICE OF THE INSPECTOR GENERAL	1	0	9	0	0	0	0
TENNESSEE VALLEY AUTHORITY	10	0	0	0	0	0	0
TRADE AND DEVELOPMENT AGENCY	1	0	2	0	0	3	1
UNITED STATES - CHINA ECONOMIC AND SECURITY REVIEW COMMISSION	0	0	0	0	0	0	12
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT	11	2	62	3	1	0	96
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT OFFICE OF THE INSPECTOR GENERAL	1	0	0	0	0	0	0

Agency or Department	PAS	PA	GEN	NA	TA	SC	XS
UNITED STATES COMMISSION FOR THE PRESERVATION OF AMERICA'S HERITAGE ABROAD	0	21	0	0	0	0	0
UNITED STATES COMMISSION ON INTERNATIONAL RELIGIOUS FREEDOM	0	3	0	0	0	0	0
UNITED STATES ELECTION ASSISTANCE COMMISSION	4	0	0	0	0	0	0
UNITED STATES HOLOCAUST MEMORIAL COUNCIL	0	57	0	0	0	0	0
UNITED STATES INSTITUTE OF PEACE	15	0	0	0	0	0	0
UNITED STATES INTERAGENCY COUNCIL ON HOMELESSNESS	0	0	0	0	0	0	1
UNITED STATES INTERNATIONAL TRADE COMMISSION	7	0	7	0	0	16	0
UNITED STATES POSTAL SERVICE	6	0	1	0	0	0	39
UTAH RECLAMATION MITIGATION AND CONSERVATION COMMISSION	0	5	0	0	0	0	1
VIETNAM EDUCATION FOUNDATION	0	6	0	0	0	0	1
WOODROW WILSON INTERNATIONAL CENTER FOR SCHOLARS	0	0	0	0	0	0	3
TOTAL (8045)	1217	364	3821	680	109	1392	462

APPENDIX NO. 2

SENIOR EXECUTIVE SERVICE

The Senior Executive Service (SES) is a personnel system covering top level policy, supervisory, and managerial positions in most Federal agencies. Positions in Government corporations, the FBI and Drug Enforcement Administration, certain intelligence agencies, certain financial regulatory agencies, and the Foreign Service are exempt from the SES.

The SES includes most Civil Service positions above grade 15 of the General Schedule. An agency may establish an SES position only within an allocation approved by the U.S. Office of Personnel Management (OPM). Currently, there are 8328 SES positions allocated by OPM to agencies.

Types of SES Positions

There are two types of SES positions: Career Reserved and General. About half of the SES positions are designated in each category. Once a position is designated by an agency, the designation may not be changed without prior OPM approval.

SES positions are designated Career Reserved when the need to ensure impartiality, or the public's confidence in the impartiality of the Government, requires that they be filled only by career employees (e.g., law enforcement and audit positions).

The remaining SES positions are designated General. A General position may be filled by a career appointee, a noncareer appointee, or, if the position meets the criteria described below, by a limited term or limited emergency appointee. Because of the limitations on the number of limited appointees, most General positions are filled by career appointees.

A given General position may be filled at one time by a career appointee and at another time by a noncareer or limited appointee, or vice versa. Because of the limitations on the number of noncareer and limited appointees, as discussed below, most General positions are filled by career appointees. This publication lists only General positions since Career Reserved positions must be filled by a career appointee.

Appointments to SES Positions

The legislation establishing the SES provides three methods of appointment. Veterans preference is not applicable in the SES.

(1) Career appointment: Career appointments are made through a Governmentwide or an "all sources" merit staffing (competitive) process, including recruitment through a published announcement, rating and ranking of eligible candidates, approval by the agency of the professional qualifications of the selected candidate, and a further review and approval of the executive/managerial qualifications of the proposed selectee by an OPM-administered SES Qualifications Review Board.

A career appointee serves a 1-year probationary period. Upon completion, the appointee acquires tenure rights and may be removed from the SES only for cause or for poor performance. (A performance appraisal for a career appointee may not be made, however, within 120 days after the beginning of a new Presidential Administration, i.e., one where the President changes.)

When a career appointee is reassigned within an agency, he or she must be given at least a 15-day advance written notice. If the reassignment is to another commuting area, the notice period is 60 days; the agency first must consult with the individual as to the reasons and the individual's preferences.

A career appointee may not be involuntarily reassigned within 120 days after the appointment of a new agency head, or during the same period after the appointment of a noncareer supervisor who has the authority to make an initial appraisal of the career appointee's performance. A career appointee may not be involuntarily transferred to another agency.

Like all career Federal employees, a career SES appointee is entitled to protection against retaliatory or politically motivated personnel actions and may lodge a complaint with the Office of the Special Counsel if a prohibited personnel practice has occurred.

(2) Noncareer appointment: By law, no more than 10 percent of total SES positions Governmentwide may be filled by noncareer appointees. The proportion of noncareer appointees may, however, vary from agency to agency, generally up to a limit of 25 percent of the agency's number of SES positions. OPM approves each use of a noncareer authority by an agency, and the authority reverts to OPM when the noncareer appointee leaves the position.

Noncareer appointees may be appointed to any SES General position. There is no requirement for competitive staffing, but the agency head must certify that the appointee meets the qualifications requirements for the position.

Any noncareer appointee may be removed by the appointing authority (e.g., for loss of confidence or change in policy). There is no appeal right.

(3) Limited appointment: Limited appointments are used in situations where the position is not continuing (e.g., to head a special project), or where the position is established to meet a bona fide, unanticipated, urgent need. Limited term appointments may not exceed 3 years; limited emergency appointments, 18 months.

By law, limited appointments Governmentwide may not exceed 5 percent of total SES positions. The appointments may be made only to General positions. Generally, OPM allocates limited appointment authorities on a case-by-case basis. However, each agency has a small pool of limited authorities equal to 3 percent of their total SES position allocation from OPM. Such pool authorities may be used only for appointment of career or career-type Federal civil service employees. Selection procedures and qualification requirements are determined by the agency, and the incumbent serves at the pleasure of the appointing authority.

By law, the appointment to or removal from any SES position in an independent regulatory commission shall not be subject, directly or indirectly, to review or approval by an officer or entity within the Executive Office of the President.

APPENDIX NO. 3

SCHEDULE C POSITIONS

Schedule C positions are excepted from the competitive service because of their confidential or policy-determining character. Most such positions are at grade 15 of the General Schedule or lower. Schedule C positions above the GS–15 level are either in the Senior Level (SL) personnel system or are specifically authorized in law.

The decision concerning whether to place a position in Schedule C is made by the Director, U.S. Office of Personnel Management, upon agency request. Such requests are considered on a case-by-case basis. In addition to consideration of the justification submitted by the agency, OPM may conduct an independent review and analysis. In addition to the Schedule C positions authorized by the OPM Director, a limited number of positions may be placed under Schedule C by Executive Order of the President or by legislation.

Requests for Schedule C exception are appropriate when:

(1) The position involves making or approving substantive policy recommendations; or

(2) The work of the position can be performed successfully only by someone with a thorough knowledge of and sympathy with the goals, priorities, and preferences of an official who has a confidential or policy determining relationship with the President or the agency head. There are special requirements for the types of superiors who are eligible for Schedule C secretaries.

The immediate supervisor of a Schedule C position must be a Presidential appointee, a Senior Executive Service appointee (career or noncareer) occupying a General position, or a Schedule C appointee. The immediate supervisor may not occupy a position in the competitive service or a Career Reserved position in the Senior Executive Service.

The only time when OPM approval is not required for a Schedule C position is when a position is filled by a temporary Schedule C appointment during a Presidential transition, a change of agency head, or establishment of a new agency. Temporary Schedule C positions may be established for 120 days, with one extension of 120 days, under conditions prescribed by OPM. There is a limit on the number of such positions that can be established by an agency. New appointments may be made only during the 1-year period beginning on the date of the agency head's appointment, a new Administration or establishment of a new agency.

By law, the agency head must certify to OPM that both Schedule C and temporary Schedule C positions are not being requested for the sole purpose of detailing the incumbent to the White House.

Agencies may fill Schedule C positions noncompetitively. Because of the confidential or policy-determining nature of Schedule C positions, the incumbents serve at the pleasure of the appointing authority (usually the agency head) and may be removed at any time. They are not covered under conduct-based or performance-removal procedures that apply to certain other excepted Service appointees.

Schedule C positions authorized by OPM are automatically revoked when the incumbent leaves the position (i.e., there is no such thing as a "vacant" Schedule C position).

APPENDIX NO. 4

FEDERAL SALARY SCHEDULES FOR 2012

The information in the body of this report reflects grades or salaries in effect on the first pay period on or after January 1, 2012.

EXECUTIVE SCHEDULE (EX)

Level I	$199,700
Level II	$179,700
Level III	$165,300
Level IV	$155,500
Level V	$145,700

SENIOR EXECUTIVE SERVICE SCHEDULE (ES)

Pay ranges for the Senior Executive Service (SES) are established by law. The minimum is 120 percent of the rate of basic pay for GS–15, step 1. For agencies without a certified SES performance appraisal system, SES members' pay may not exceed the rate payable for level III of the Executive Schedule. For agencies with a certified SES performance appraisal system, SES members' pay may not exceed the rate payable for level II of the Executive Schedule. SES members are not entitled to locality-based comparability payments.**

Structure of the SES Pay System	Minimum	Maximum
Agencies with a Certified SES Performance Appraisal System	$119,554	$179,700
Agencies without a Certified SES Performance Appraisal System	119,554	165,300

SENIOR LEVEL (SL)

The minimum pay for SL positions is 120 percent of the rate of basic pay for GS–15, step 1. For agencies without a certified SL performance appraisal system, SL members' pay may not exceed the rate payable for level III of the Executive Schedule. For agencies with a certified SL performance appraisal system, SL members' pay may not exceed the rate payable for level II of the Executive Schedule. SL members are not entitled to locality-based comparability payments.**

Structure of the SL Pay System	Minimum	Maximum
Agencies with a Certified SES Performance Appraisal System	$119,554	$179,700
Agencies without a Certified SES Performance Appraisal System	119,554	165,300

**Certain SES and SL employees in Non-Foreign Areas receive locality pay under provisions of the Non-Foreign Area Retirement Equity Assurance (AREA) Act (as contained in the National Defense Authorization Act for Fiscal Year 2010 [Pub. L. 111–84, October 28, 2009]).

GENERAL SCHEDULE (GS)

Initial appointments to positions under the General Schedule are normally made at the minimum rate of the grade, although under certain circumstances, individuals with superior qualifications or fulfilling a special agency need may be paid at a rate above the minimum rate.

Step increases are granted to GS employees at the end of 52 weeks of service in steps 1, 2, and 3 of each grade; at the end of 104 weeks of service in steps 4, 5, and 6; and at the end of 156 weeks of service in steps 7, 8, and 9. An employee's work must be determined to be of an acceptable level of competence before granting a step increase. In addition to the periodic step increase, an employee whose work is outstanding may be advanced to the next higher step rate no more than once every 52 weeks. In addition to the 2012 basic pay rates listed below, GS employees are entitled to locality-based comparability payments for their respective locality pay area. The employee's locality rate of pay may not exceed the rate payable for level IV of the Executive Schedule. Certain GS employees may receive higher special rates instead of locality rates established to address significant recruitment or retention problems.

GENERAL SCHEDULE

Grade	2012 Annual Rates and Steps									
	1	2	3	4	5	6	7	8	9	10
GS–1	$17,803	$18,398	$18,990	$19,579	$20,171	$20,519	$21,104	$21,694	$21,717	$22,269
GS–2	20,017	20,493	21,155	21,717	21,961	22,607	23,253	23,899	24,545	25,191
GS–3	21,840	22,568	23,296	24,024	24,752	25,480	26,208	26,936	27,664	28,392
GS–4	24,518	25,335	26,152	26,969	27,786	28,603	29,420	30,237	31,054	31,871
GS–5	27,431	28,345	29,259	30,173	31,087	32,001	32,915	33,829	34,743	35,657
GS–6	30,577	31,596	32,615	33,634	34,653	35,672	36,691	37,710	38,729	39,748
GS–7	33,979	35,112	36,245	37,378	38,511	39,644	40,777	41,910	43,043	44,176
GS–8	37,631	38,885	40,139	41,393	42,647	43,901	45,155	46,409	47,663	48,917
GS–9	41,563	42,948	44,333	45,718	47,103	48,488	49,873	51,258	52,643	54,028
GS–10	45,771	47,297	48,823	50,349	51,875	53,401	54,927	56,453	57,979	59,505
GS–11	50,287	51,963	53,639	55,315	56,991	58,667	60,343	62,019	63,695	65,371
GS–12	60,274	62,283	64,292	66,301	68,310	70,319	72,328	74,337	76,346	78,355
GS–13	71,674	74,063	76,452	78,841	81,230	83,619	86,008	88,397	90,786	93,175
GS–14	84,697	87,520	90,343	93,166	95,989	98,812	101,635	104,458	107,281	110,104
GS–15	99,628	102,949	106,270	109,591	112,912	116,233	119,554	122,875	126,196	129,517

2012 LOCALITY PAY AREAS AND RATES

Atlanta-Sandy Springs-Gainesville, GA–AL	19.29%
Boston-Worcester-Manchester, MA–NH–RI–ME	24.80%
Buffalo-Niagara-Cattaraugus, NY	16.98%
Chicago-Naperville-Michigan City, IL–IN–WI	25.10%
Cincinnati-Middletown-Wilmington, OH–KY–IN	18.55%
Cleveland-Akron-Elyria, OH	18.68%
Columbus-Marion-Chillicothe, OH	17.16%
Dallas-Fort Worth, TX	20.67%
Dayton-Springfield-Greenville, OH	16.24%
Denver-Aurora-Boulder, CO	22.52%
Detroit-Warren-Flint, MI	24.09%
Hartford-West Hartford-Willimantic, CT–MA	25.82%
Houston-Baytown-Huntsville, TX	28.71%
Huntsville-Decatur, AL	16.02%
Indianapolis-Anderson-Columbus, IN	14.68%
Los Angeles-Long Beach-Riverside, CA	27.16%
Miami-Fort Lauderdale-Pompano Beach, FL	20.79%
Milwaukee-Racine-Waukesha, WI	18.10%
Minneapolis-St. Paul-St. Cloud, MN–WI	20.96%
New York-Newark-Bridgeport, NY–NJ–CT–PA	28.72%
Philadelphia-Camden-Vineland, PA–NJ–DE–MD	21.79%
Phoenix-Mesa-Scottsdale, AZ	16.76%
Pittsburgh-New Castle, PA	16.37%
Portland-Vancouver-Beaverton, OR–WA	20.35%
Raleigh-Durham-Cary, NC	17.64%
Richmond, VA	16.47%
Sacramento-Arden-Arcade-Yuba City, CA–NV	22.20%
San Diego-Carlsbad-San Marcos, CA	24.19%
Seattle-Tacoma-Olympia, WA	21.81%
Washington-Baltimore-Northern Virginia, DC–MD–VA–WV–PA	24.22%
Rest of U.S.	14.16%

Note: Locality pay areas are defined in 5 CFR 531.603(b) and are available on the Office of Personnel Management Web site at http://www.opm.gov/oca/12tables/locdef.asp.

WASHINGTON-BALTIMORE-NORTHERN VIRGINIA, DC-MD-VA-WV-PA LOCALITY PAY SCHEDULE

The following salary tables reflect the locality pay rates for the Washington-Baltimore-Northern Virginia, DC–MD–VA–WV–PA locality pay area in 2012. The tables incorporate a locality payment of 24.22 percent.

GENERAL SCHEDULE

Grade	2012 Annual Rates and Steps									
	1	2	3	4	5	6	7	8	9	10
GS–1	$22,115	$22,854	$23,589	$24,321	$25,056	$25,489	$26,215	$26,948	$26,977	$27,663
GS–2	24,865	25,456	26,279	26,977	27,280	28,082	28,885	29,687	30,490	31,292
GS–3	27,130	28,034	28,938	29,843	30,747	31,651	32,556	33,460	34,364	35,269
GS–4	30,456	31,471	32,486	33,501	34,516	35,531	36,546	37,560	38,575	39,590
GS–5	34,075	35,210	36,346	37,481	38,616	39,752	40,887	42,022	43,158	44,293
GS–6	37,983	39,249	40,514	41,780	43,046	44,312	45,578	46,843	48,109	49,375
GS–7	42,209	43,616	45,024	46,431	47,838	49,246	50,653	52,061	53,468	54,875
GS–8	46,745	48,303	49,861	51,418	52,976	54,534	56,092	57,649	59,207	60,765
GS–9	51,630	53,350	55,070	56,791	58,511	60,232	61,952	63,673	65,393	67,114
GS–10	56,857	58,752	60,648	62,544	64,439	66,335	68,230	70,126	72,022	73,917
GS–11	62,467	64,548	66,630	68,712	70,794	72,876	74,958	77,040	79,122	81,204
GS–12	74,872	77,368	79,864	82,359	84,855	87,350	89,846	92,341	94,837	97,333
GS–13	89,033	92,001	94,969	97,936	100,904	103,872	106,839	109,807	112,774	115,742
GS–14	105,211	108,717	112,224	115,731	119,238	122,744	126,251	129,758	133,264	136,771
GS–15	123,758	127,883	132,009	136,134	140,259	144,385	148,510	152,635	155,500	155,500

SPECIAL LAW ENFORCEMENT OFFICER (LEO) PAY SCHEDULES

Law enforcement officers at grades GS–3 through GS–10 are entitled to special base rates that are higher than General Schedule base rates. Such LEOs receive the locality payments applicable in their locality pay area on top of these special base rates. The locality pay area definitions and pay percentages are the same as those used for regular General Schedule employees.

SPECIAL SALARY RATES FOR LEOS

Grade	2012 Annual Rates and Steps									
	1	2	3	4	5	6	7	8	9	10
GS–3	$26,208	$26,936	$27,664	$28,392	$29,120	$29,848	$30,576	$31,304	$32,032	$32,760
GS–4	29,420	30,237	31,054	31,871	32,688	33,505	34,322	35,139	35,956	36,773
GS–5	33,829	34,743	35,657	36,571	37,485	38,399	39,313	40,227	41,141	42,055
GS–6	35,672	36,691	37,710	38,729	39,748	40,767	41,786	42,805	43,824	44,843
GS–7	38,511	39,644	40,777	41,910	43,043	44,176	45,309	46,442	47,575	48,708
GS–8	40,139	41,393	42,647	43,901	45,155	46,409	47,663	48,917	50,171	51,425
GS–9	42,948	44,333	45,718	47,103	48,488	49,873	51,258	52,643	54,028	55,413
GS–10	47,297	48,823	50,349	51,875	53,401	54,927	56,453	57,979	59,505	61,031

NOTE: These special base rates for law enforcement officers (as defined in 5 U.S.C. 5541(3) and 5 CFR 550.103) are authorized by section 403 of the Federal Employees Pay Comparability Act of 1990, as amended. By law, these rates must be the basis for computing locality payments. (5 CFR part 531, subpart F.)

THE FOREIGN SERVICE SCHEDULE

	Class								
	1	2	3	4	5	6	7	8	9
Step 1	$99,628	$80,728	$65,413	$53,003	$42,948	$38,394	$34,324	$30,684	$27,431
Step 2	102,617	83,150	67,375	54,593	44,236	39,546	35,354	31,605	28,254
Step 3	105,695	85,644	69,397	56,231	45,564	40,732	36,414	32,553	29,102
Step 4	108,866	88,214	71,479	57,918	46,930	41,954	37,507	33,529	29,975
Step 5	112,132	90,860	73,623	59,655	48,338	43,213	38,632	34,535	30,874
Step 6	115,496	93,586	75,832	61,445	49,789	44,509	39,791	35,571	31,800
Step 7	118,961	96,393	78,107	63,288	51,282	45,844	40,985	36,638	32,754
Step 8	122,530	99,285	80,450	65,187	52,821	47,220	42,214	37,737	33,737
Step 9	126,206	102,264	82,863	67,143	54,405	48,636	43,481	38,870	34,749
Step 10	129,517	105,332	85,349	69,157	56,037	50,095	44,785	40,036	35,791
Step 11	129,517	108,492	87,910	71,232	57,719	51,598	46,129	41,237	36,865
Step 12	129,517	111,746	90,547	73,369	59,450	53,146	47,512	42,474	37,971
Step 13	129,517	115,099	93,263	75,570	61,234	54,741	48,938	43,748	39,110
Step 14	129,517	118,552	96,061	77,837	63,071	56,383	50,406	45,060	40,283

SENIOR FOREIGN SERVICE SCHEDULE

The Senior Foreign Service (SFS) pay system is an open-range, performance-based pay system that is linked to the SES pay system. SFS members, like SES members, are not entitled to automatic across-the-board increases and locality-based comparability payments. Instead, pay adjustments are based on a member's individual performance and/or contribution to the agency's performance.

The Executive order prescribes three SFS salary classes that are linked to the SES as follows:

(1) Career Minister (CM) with a range from 94 percent of the rate payable to level III of the Executive Schedule to 100 percent of the rate payable to level II of the Executive Schedule (Note: Career Ambassador (CA) SFS members are also paid within the CM rate range);

(2) Minister-Counselor (MC) with a range from 90 percent of the rate payable to level III of the Executive Schedule to 100 percent of the rate payable to level III of the Executive Schedule; and

(3) Counselor (OC), with a range from 120 percent of the rate payable to GS–15, step 1 to 100 percent of the rate payable to level III of the Executive Schedule.

The 2012 pay ranges for the SFS classes are:

SFS Class	Minimum	Maximum
OC	$119,554	$165,300
MC	$119,554	$165,300
CM, CA	$119,554	$179,700

DEPARTMENT OF VETERANS AFFAIRS, VETERANS HEALTH ADMINISTRATION FEDERAL SALARY SCHEDULES EFFECTIVE ON THE FIRST DAY OF THE FIRST APPLICABLE PAY PERIOD BEGINNING ON OR AFTER JANUARY 1, 2012

SCHEDULE FOR THE OFFICE OF THE UNDER SECRETARY FOR HEALTH

(38 U.S.C. 7306)*

	Minimum	Maximum
Assistant Under Secretaries for Health (Only applies to incumbents who are not physicians or dentists)	.....	$157,279**
Service Directors	$116,844	$145,113
Director, National Center for Preventive Health	99,628	145,113
Physician and Dentist Base and Longevity Schedule* **		
Physician Grade	$97,987	$143,725
Dentist Grade	99,987	143,725
Clinical Podiatrist, Chiropractor, and Optometrist Schedule		
Chief Grade	$99,628	$129,517
Senior Grade	84,697	110,104
Intermediate Grade	71,674	93,175
Full Grade	60,274	78,355
Associate Grade	51,287	65,371
Physician Assistant and Expanded-Function Dental Auxiliary Schedule ****		
Director Grade	$99,628	$129,517
Assistant Director Grade	84,697	110,104
Chief Grade	71,674	93,175
Senior Grade	60,274	78,355
Intermediate Grade	51,287	65,371
Full Grade	41,563	54,028
Associate Grade	35,766	46,494
Junior Grade	30,577	39,748

*This schedule does not apply to the Deputy Under Secretary for Health, the Associate Deputy Under Secretary for Health, Assistant Under Secretaries for Health who are physicians or dentists, Medical Directors, the Assistant Under Secretary for Nursing Programs, or the Director of Nursing Services.

**Pursuant to 38 U.S.C. 7404(d), the rate of basic pay payable to these employees is limited to the rate for level V of the Executive Schedule, which is $145,700.

***Pursuant to section 3 of Public Law 108–445 and 38 U.S.C. 7431, Veterans Health Administration physicians and dentists may also be paid market pay and performance pay.

****Pursuant to section 301(a) of Public Law 102–40, these positions are paid according to the Nurse Schedule in 38 U.S.C. 4107(b), as in effect on August 14, 1990, with subsequent adjustments.

APPENDIX NO. 5

OFFICE OF THE VICE PRESIDENT

The Vice Presidency is a unique office that is neither a part of the executive branch nor a part of the legislative branch, but is attached by the Constitution to the latter. The Vice Presidency performs functions in both the legislative branch (see article I, section 3 of the Constitution) and in the executive branch (see article II, and amendments XII and XXV, of the Constitution, and section 106 of title 3 of the United States Code).

The annual legislative branch appropriations act (see, for example, Public Law 112–74) and the annual financial services and general government appropriations act (see, for example, Public Law 112–74) provide funds for the Vice President to hire employees to assist him in carrying out his legislative and executive functions. Executive branch employees also may be assigned or detailed to the Vice President (see 3 U.S.C. 112) and the Vice President may employ consultants (see 3 U.S.C. 106(a)). The Office of the Vice President (OVP) consists of the aggregation of Vice Presidential employees whose salary is disbursed by the Secretary of the Senate from the Vice President's legislative appropriation, Vice Presidential employees employed with the Vice President's executive appropriation, employees assigned or detailed to the Vice President, and consultants engaged by the Vice President.

The numbers, titles and salaries of OVP personnel change with some frequency. The salaries of Vice Presidential employees whose salary is disbursed by the Secretary of the Senate from the Vice President's legislative appropriation cannot exceed a maximum specified by law (see 2 U.S.C. 60a-1). The salaries of Vice Presidential employees whose salary comes from the Vice President's executive appropriation also cannot exceed a maximum specified by law (see 3 U.S.C. 106). The authority to appoint, administratively determine the pay of, and discharge Vice Presidential employees rests with the Vice President.

The current duty station of all OVP positions is Washington, DC.

EXHIBIT 4

The White House
Office of the Press Secretary

For Immediate Release November 10, 2016

SHARE THIS:

TWITTER

FACEBOOK

EXHIBIT 4
478

FACT SHEET: Facilitating a Smooth Transition to the Next Administration

The peaceful transfer of power is a bedrock principle of our democracy. The President was grateful for the time and care put into the 2008 transition by President Bush's Administration. That is why he directed his team last year to make a smooth transition between administrations a top priority of his final year in office even as he remained committed to using every remaining day of his presidency to deliver on his agenda for the American people.

Starting in early 2016, Administration officials began to map out the transition planning, including three key components: preparing for the incoming administration, ensuring this Administration's records are appropriately archived, and facilitating the off-boarding of current Administration personnel. To coordinate the planning across government, White House Chief of Staff Denis McDonough convened the President's Cabinet in March to give an overview of the transition process and set the expectation that the transition should be a top priority for every federal agency.

The President also established the White House Transition Coordinating Council (WHTCC) and the Agency Transition Directors Council (ATDC), which have met regularly throughout the year. The transition has also been a standing agenda item for the monthly President's Management Council (PMC) meeting, comprised of Deputy Secretaries of major agencies. To coordinate government-wide activities, the Administration also established a regular meeting of agencies with special transition responsibilities, including the Office of Management and Budget (OMB), General Services Administration (GSA), Department of Justice (DOJ), Office of Government Ethics (OGE), National Archives and Records Administration (NARA), Office of Personnel Management (OPM), and Department of Homeland Security (DHS). These agencies play a unique government-wide role during a presidential transition, such as DOJ which processes security clearances for the incoming teams or OGE which reviews the ethics requirements for nominees.

After the nominating conventions, each candidate's transition team began working out of GSA-provided space and began attending WHTCC and ATDC meetings and engaging regularly with Administration officials on their planning efforts. For example, the Administration and both candidates' transition teams developed common expectations for engaging with agencies so agencies knew what to expect right after the election. This collaboration helped agencies better plan for and focus their efforts on what the transition teams would most likely need. Throughout this period, the Administration assisted both candidates' transition teams in a non-partisan manner, providing equitable services and information to each.

Post-Election Transition Period

As with past presidential transitions, following the Election, the Federal government has begun to engage with the President-Elect's Transition Team (PTT). This week, Agency Review Teams selected by the President-Elect, will begin to reach out to their designated counterparts at agencies across the government. The President-Elect's Agency Review Teams will receive detailed, agency-specific briefings that have been prepared by current Administration officials. Those briefings include organizational charts, budget materials, briefings on key agency priorities and areas of responsibility, and other materials describing the essential functions of that agency. In addition to the initial briefings, designated employees across the Administration will work closely with their Agency Review Teams in order to facilitate open communication between the outgoing and incoming Administrations. Simultaneously, the President-Elect's Transition Team will establish policy teams that will work out of GSA-provided office space in Washington, D.C.

The Administration is also taking steps to ensure the next President and his or her team is prepared from day one to protect our national security. As part of a longstanding tradition, building off the intelligence briefings the two candidates received before the election, the President-Elect and other senior officials will begin receiving daily intelligence briefings from the intelligence community. In addition, the Administration is hosting two interagency exercises to inform and familiarize the incoming administration on domestic incident management practices used by the current administration. These exercises are designed to provide a high-level perspective on a series of challenges that the next administration may confront and to introduce the key authorities,

policies, capabilities, and structures that are currently in place to respond to major domestic incidents.

The Administration will also continue its work in the two other areas of focus: archiving records and off-boarding current Administration personnel. Thus far, the Administration has transferred roughly 283 million files to NARA, comprising 122,000 GB of data. In addition to the transfer of electronic records, NARA has also begun to facilitate the move of the President's physical records to Chicago, Illinois, where they will ultimately be preserved at President Obama's library. This move includes the transfer of textual, electronic, and audiovisual records, and tens of thousands of presidential gifts.

And, the Administration is committed to providing out-going appointees the information they need to plan for their own transitions. In support of the well-respected principle that the incoming President selects her or his own team, the President has asked appointees to submit resignation letters effective no later than the inauguration of the new President. In conjunction with this off-boarding process, Administration officials have been working with agency personnel offices to provide additional personnel and benefits information to appointees prior to the end of the Administration.

Modernizing the Transition

In undertaking the transition, the Administration has sought to streamline, formalize, and modernize the transition. Key improvements to the transition process that the Administration has implemented include:

Beginning Formal Transition Planning Earlier: Recognizing the significant challenge posed by a Presidential transition, the Obama Administration began the formal transition planning process at the beginning of this year. In May, the President signed an Executive Order appointing the first Federal Transition Coordinator to centralize transition planning across the agencies. The President also established the two transition councils, the WHTCC and ATDC – marking the earliest the Federal government has ever begun formal interagency preparations for the Presidential transition. To ensure agencies are prepared for the drastic personnel change that comes with transition, the Administration also began to prepare senior career officials who may serve in acting political positions for their new role earlier in the transition process.

In addition, recognizing the unprecedented volume of electronic data from this administration that needs to be preserved, Administration officials began monthly planning meetings with NARA in 2012 and commenced the first test-runs of data transfers in April 2015. The Executive of the President (EOP) then began to transfer presidential records to NARA's Electronic Records Archive in May 2016– the earliest that the EOP has ever begun transferring substantial quantities of electronic records to NARA in preparation for a transition.

Streamlined Transition Materials: In conjunction with the ATDC, the Administration hosted conversations on best practices for assembling transition materials for the next Administration. Drawing upon the expertise of individuals with previous transition experience, these conversations resulted in tailored and more concise briefing materials that more readily addressed the needs of the incoming teams. In addition, in some cases, agencies used modern technology including collaboration websites, tablets and apps to deliver that material. For example, the DHS pre-loaded materials onto tablets in a searchable format.

In addition, the White House has worked to better document the broader transition planning effort in order to hand the next Administration a step-by-step guide of how to manage a government-wide transition. This effort includes documenting the Agency Review Team process, collating guidance documents, establishing key milestones, and other metrics.

Developed Architecture for A 'Digital Transition': Recognizing the unique and unprecedented challenge of archiving and preserving the Administration's digital infrastructure, the Administration set out several months ago to develop a plan that would: 1) ensure the proper archiving of all digital records, consistent with the Presidential Records Act; 2) where possible, allow real time access to the content the Administration created on the platforms in which the content originated; and 3) ensure that the next president and administration could continue to use and build upon the digital assets this Administration created to connect directly with the people they serve. As a result, the Administration developed and released a first-of-its-kind **digital transition plan** that meets these key goals.

Developed New On-Boarding Systems: One of the biggest challenges facing the incoming Administration is filling over 4,000 political appointee positions as

quickly as possible. To better streamline this process, GSA working in conjunction with the Presidential Personnel Office (PPO) and White House IT collaborated with the candidates' transition teams to design and develop an online human resources application for the collection, categorization, assignment, and processing of applications for positions in the new Administration. This approach combined the IT expertise of GSA and White House IT with the real-world experience of PPO who manages the appointee process from application through appointment. This new system can serve as a single tool for processing a candidate from application through appointment, rather than the multiple systems used at the beginning of the current Administration. In addition, PPO provided data on executive branch agencies, offices, and positions with which to populate the system, avoiding the need to duplicate the lengthy and labor-intensive data collection and entry conducted for the current system utilized by PPO. After the Inauguration, this new tool can be utilized by the incoming President to replace the legacy system currently used by PPO, allowing the incoming Administration to use the same tool and processes before and after the Inauguration. It can also be more easily tailored to the specific policies and processes the new Administration decides to adopt.

In addition, the OGE has developed a new e-filing system, Integrity, which allows nominees for Presidentially-appointed, Senate-confirmed (PAS) positions to enter their financial disclosure information online through a secure website and for ethics officials to review the forms and communicate back with the nominees via the automated system. In September 2016, OGE held orientation sessions on Integrity for each campaign's transition team and has been working with each team so they are prepared to use the system to enter information of potential PAS nominees starting the day after the election and throughout the Presidential transition.

Engaged Agencies Not Traditionally Included In the Formal Transition Planning Process: In addition to the formal transition councils that the President established, the Administration, for the first time, has also held formal transition planning meetings with smaller agencies, boards and commissions across the government who are not otherwise represented on the two councils. This group, including more than 200 entities, has been engaged fully in the transition process from the beginning and has met regularly over the past several months. The Administration undertook this whole-of-

government approach to transition planning in order to help these smaller agencies, board and commissions prepare for the upcoming transition by developing briefing materials for the incoming teams, ensuring continuity of operations as they off-board appointees, and have in place the necessary infrastructure to support incoming appointees.

EXHIBIT 5

POLITICOPRO

THE PRESIDENTIAL TRANSITION ROADMAP
THE DEFINITIVE GUIDE

TABLE OF CONTENTS

1 Presidential Transition Timeline

2 5 Things You Need to Know

5 Inside Hillary Clinton's Transition Team

7 Inside Donald Trump's Transition Team

9 2017 Presidential Transition Checklist

POLITICOPRO

THE PRESIDENTIAL TRANSITION TIMELINE

WHAT HAPPENS AFTER NOVEMBER 8?

EARLY NOVEMBER
- Agency review teams launched

PRE-THANKSGIVING
- Top 50 Cabinet appointees selected
- Key White House personnel selected

NOVEMBER/ DECEMBER
- Policy implementation plan developed
- Budget and management agenda established
- Intended Cabinet agency appointments delivered to the Senate

LATE NOVEMBER
- New member orientation begins

DECEMBER
- Lame-duck session begins

EARLY JANUARY
- New Congress sworn in
- 115th Congress begins

JANUARY
- Agency review reports submitted
- Briefing of incoming agency heads completed
- Cabinet orientation/retreat prepared

END OF APRIL
- Top 100 Senate-confirmed positions filled

AUGUST
- Remaining 300-400 presidential appointments filled

© 2016 POLITICO Pro *Information from the Center for Presidential Transition and POLITICO was used to create this timeline.*

POLITICOPRO

5 THINGS YOU NEED TO KNOW ABOUT THE PRESIDENTIAL TRANSITION

On Inauguration Day, political pundits and all Americans witness the peaceful transition of executive power to a new presidential administration. On television, this handoff appears effortless, but a presidential transition is the culmination of a long series of events, many of which occur far beyond the public spotlight.

The presidential transition process begins as early as six months before Election Day and continues through the first 100 days of a new presidency. The transition formally begins when each party's campaign establishes its transition team to prepare their candidate to enter the White House in January.

1 New laws have formalized the transition process.

Fears, especially post 9/11, that an inefficient transfer of executive power could leave the United States vulnerable led Congress to establish two laws to formalize the presidential transition process.

Pre-Election Presidential Transition Act of 2010: This law directs the General Services Administration to supply the major-party presidential candidates (and any "principal contenders" from a third party) with office space, equipment and administrative support within three business days of each party's formal nomination.

Presidential Transitions Improvements Act (2015): This law directs the executive branch to establish two panels, one for the White House and one for federal agencies, that help to coordinate the transfer of power to the next president. Each panel is required by law to have a representative from each transition team.

The impact of these new laws has made the current presidential transition unique. For the first time, the opposing transition teams are working out of the same government-appointed office building. This proximity has led the Clinton and Trump camps to over-emphasize secrecy and discretion around sensitive information.

© 2016 POLITICO Pro

The makeup of a transition team is very important.

The makeup of each campaign's transition team consists of party insiders, political allies and policy experts. Each team includes hired staff and a small army of volunteers who take on an enormous workload. If Elizabeth Warren's point that "personnel is policy" holds true, then a close look at key transition staff can reveal a lot about the early plans for a Clinton or Trump presidency.

Clinton Transition Chairman:

Ken Salazar, former Interior secretary

Key Staff

- Tom Donilon, Obama's former national security adviser
- former Michigan Gov. Jennifer Granholm
- Neera Tanden, president of the Center for American Progress
- the Rev. Leah Daughtry, a veteran Democratic operative
- Maggie Williams, a longtime Clinton ally and director of Harvard's Institute of Politics

Trump Transition Chairman:

Chris Christie, New Jersey governor

Key Staff

- Bill Palatucci, Christie's former law partner and longtime political ally
- Rich Bagger, Christie's longtime political ally and former chief of staff
- Ed Meese, former attorney general and longtime aide to President Ronald Reagan
- Eric Ueland, veteran Republican Capitol Hill aide and top staffer on the Senate Budget Committee

Transition teams focus on three big tasks.

1. **Fundraising:** Of course, transition teams are in part funded by Congress. However, they still need to raise funds to cover all expenses. The Partnership for Public Service estimates that Clinton and Trump will each need to raise $4 million to $5 million to pay for pre-election and post-election expenses.

2. **Government Appointments:** A new administration has the responsibility to fill roughly 4,000 politically appointed positions within the executive branch (about one-quarter of which will require Senate confirmation). Members of each transition team will vigorously vet and screen candidates to create shortlists of candidates for these positions.

3. **Policy Preparation:** Both candidates must produce a clear policy agenda that can be put into action on Day 1 in office. This process requires the transition teams to go through intensive research and deliver an actionable policy strategy (more on policy in No. 4).

© 2016 POLITICO Pro

4 Preparations for the new administration's 1st 100 days are meticulous.

The first 100 days of the presidency are critical and an early indication of how well an administration will perform. In the modern era, the first 100 days has seen a flurry of executive action and legislation to jumpstart the principal policy goals of the new president.

Campaign promises:
A key task for transition teams is to catalog their respective candidate's promises from the campaign trail. With a long, drawn-out campaign season, this is not an easy task.

Policy prioritization:
Next, each transition team will designate which policy items to implement first. What each camp determines to prioritize will be a strong indication of what the new president's administration will focus on in its first 100 days in office.

Budget Preparation:
Both transition teams must outline a prepared budget, which is due shortly after the Inauguration.

Transition teams are not simply creating a policy wish list for their candidate. They need to create a realistic approach to how they can accomplish these goals, most of which require legislation. Therefore, as part of their preparation for the first 100 days, each team includes various options and strategies on how to sell their policy visions to Congress (and the public). The uncertain makeup of the 115th Congress, especially in the Senate, makes this task even more challenging.

5 After Election Day: On to the White House, federal agencies! (Losers go home)

After the election, the losing transition team will wind itself down. For the winning side, the work continues as the team will follow plans to send transition aides into the complex world of federal agencies. At each agency, transition team members will begin preparations for proposed regulations, rulings and other executive actions. Other transition team members will continue discussions with the White House transition panel to ensure a smooth handoff of presidential power.

EXHIBIT 5
490

POLITICOPRO

INSIDE HILLARY CLINTON'S TRANSITION TEAM

Hillary Clinton has added to her transition team. The Rev. Leah Daughtry, a seasoned Democratic operative, will help staff Clinton's potential White House. Daughtry will help lead the transition operation's personnel team, according to two sources familiar with the hire. Daughtry joins a team of experienced campaign operatives, think-tankers, advisers and former elected officials, who, like Daughtry, have had a longtime connection to Hillary Clinton and Capitol Hill. Clinton's transition team, based in Washington, DC, is responsible for drafting policy agendas and hiring thousands of staffers so that a potential Clinton administration can hit the ground running on Day One. **The Clinton transition team, as of September 29:**

John Podesta

PRESIDENT

Podesta is a founder and former president of the Center for American Progess, a progressive think-tank in Washington, D.C. He served as a former top aide for presidents Barack Obama and Bill Clinton. He was the co-chairman of the Obama-Biden transition team in 2008.

Ken Salazar

CHAIRMAN

Salazar served under President Barack Obama as secretary of the Interior (2009-13). He was a U.S. senator from Colorado (2005-09). From 1999 until his election to Congress, Salazar served as attorney general for Colorado. He currently works as a partner at the international law firm WilmerHale.

Tom Donilon

CO-CHAIRMAN

Donilon served as national security adviser to President Obama; and served as deputy national security adviser. He had leadership roles in the State Department and NSC transitions. Donilon served during the Clinton administration as chief of staff at the State Department. Donilon is currently vice chairman at the law firm of O'Melveny & Myers.

Jennifer Granholm

CO-CHAIRWOMAN

Granholm, a former two-term governor of Michigan (2003-11), also served as the state's attorney general (1999-03). After leaving office, Granholm served as an adviser to Pew Charitable Trusts' Clean Energy Program. She is also a senior research fellow with the Berkeley Energy and Climate Institute.

Neera Tanden

CO-CHAIRWOMAN

Tanden is the current president of the Center for American Progress. She was a senior adviser for health reform at HHS. She served as policy director for the Hillary Clinton presidential campaign in 2008, then became the director of domestic policy for the Obama-Biden campaign during the general election. She was legislative director for Sen. Clinton and deputy campaign manager on Clinton's 2000 Senate campaign.

Maggie Williams

CO-CHAIRWOMAN

Williams is director of the Institute of Politics, Harvard University. She is the former communications director for the Children's Defense Fund. She served as the 1992 transition director for first lady Hillary Clinton, and as assistant to the president and chief of staff to first lady Hillary Clinton; managed the 2008 Clinton presidential primary campaign. She is a founding partner of management consulting firm, Griffin Williams CPM.

EXHIBIT 5

Ann O'Leary

CO-EXECUTIVE DIRECTOR

O'Leary recently served as senior policy adviser at Hillary for America. O'Leary was senior VP and director of the Children and Families Program at Next Generation. She held a number of roles during the Clinton administration, including policy adviser to the first lady and assistant to the president on the Domestic Policy Council. She was also legislative director in Clinton's Senate office.

Ed Meier

CO-EXECUTIVE DIRECTOR

Meier recently served as director of Policy Outreach at Hillary for America. Prior to his work on the campaign, Meier served as senior adviser to the deputy secretary of State during Clinton's tenure at the State Department. Meier has worked as a management consultant at McKinsey & Company and served as chief operating officer at Big Thought, an education nonprofit in Dallas.

Heather Boushey

CHIEF ECONOMIST

Executive director and chief economist at the Washington Center for Equitable Growth and a senior fellow at the Center for American Progress. Boushey previously served as an economist for the Congress Joint Economic Committee, the Center for Economic and Policy Research, and the Economic Policy Institute. She is a leading researcher on the issue of income inequality.

Stephanie Valencia Ramirez

STRATEGIC OUTREACH

A former special assistant to the president and principal deputy director in the White House Office of Public Engagement; deputy chief of staff to U.S. Secretary of Commerce Penny Pritzker in 2013. Previously, she served on the Obama-Biden transition team and was deputy Latino vote director on the Obama campaign. She served in other roles on Capitol Hill, including press secretary to former Sen. Ken Salazar, Clinton's transition chairman.

John Jones

STRATEGIC OUTREACH

Jones currently serves as chief of staff to Rep. Emanuel Cleaver, II (D-Mo.). Previously, Jones served as national security policy director for Sen. Chuck Schumer (D-N.Y.), and was senior legislative assistant to Rep. Al Green (D-Texas) from 2006-08. Jones has more than a decade of Capitol Hill experience.

Rohit Chopra

Chopra, an ally of Sen. Elizabeth Warren (D-Mass.), battled for-profit colleges and loan servicers as the student loan ombudsman at the Consumer Financial Protection Bureau. Chopra was a special adviser to Education Secretary John B. King Jr., working on higher education policy.

Minyon Moore

SECRETARY

Moore is a longtime aide and senior campaign adviser to Hillary Clinton. She is a principal at Dewey Square Group, with experience in political and corporate affairs, and public policy. She is a former CEO and chief operating officer of the DNC. She served as principal political adviser to President Bill Clinton, Vice President Al Gore, first lady Hillary Clinton and senior White House staff.

NEWEST TEAM MEMBER

Rev. Leah Daughtry

PERSONNEL

Currently is pastor of The House of the Lord Church in D.C. She served as CEO of the 2008 DNCC while also serving as chief of staff of the DNC. She has held various senior posts at Labor during the Clinton administration, including senior adviser to the secretary, chief of staff and acting assistant secretary for administration and management. She served on the Clinton-Gore 1992 transition team.

Source: Staff reports; White House.gov; photos provided by Next Generation, LinkedIn, Twitter, The Associated Press and Getty Images

© 2016 POLITICO Pro

POLITICOPRO

INSIDE DONALD TRUMP'S TRANSITION TEAM

Donald Trump's transition team has added a number of policy and personnel experts over the past week and will likely continue adding many more in the weeks to come. Transition teams usually have more volunteers than paid staff members and number in the hundreds by Election Day.

Until then, both transition teams will focus on developing a policy agenda, identifying hires to fill a staff of about 4,000 in the executive branch and fundraising. So far, Trump's transition team has added a number of experienced policy experts, former advisers and officials, and lobbyists, as well as a mix of both conservative and establishment Republicans to its roster. **Trump's transition team, as of Oct 1:**

Chris Christie

CHAIRMAN

Christie is governor of New Jersey and is leading Trump's transition team. He campaigned for both Bush presidents; President George W. Bush later appointed him as the U.S. attorney for New Jersey. Christie ran for the 2016 Republican presidential nomination and endorsed Trump after suspending his campaign.

Rich Bagger

EXECUTIVE DIRECTOR

Bagger is a former pharmaceutical executive, New Jersey state legislator and Christie's former chief of staff. He is developing a policy agenda and staff for Trump's potential administration. Bagger was most recently an executive at Celgene, a biopharmaceutical company, and at Pfizer.

William Palatucci

GENERAL COUNSEL

Palatucci is an attorney and Christie's former law partner. He has a reputation as one of New Jersey's best-connected Republican operatives. Palatucci was a senior campaign adviser for both Bush presidents and was most recently the general counsel for Christie's presidential campaign.

William Hagerty

DIRECTOR FOR PRESIDENTIAL APPOINTMENTS

Hagerty is a former economic adviser to George H.W. Bush and was also the director for presidential appointments for Mitt Romney's transition team. He founded an investment firm and most recently served as Tennessee Gov. Bill Haslam's commissioner of economic development.

Jamie Burke

PRESIDENTIAL APPOINTMENTS

Burke was a founding member of Mitt Romney's transition team and was also the White House liaison at HHS during the George W. Bush administration. Burke has worked at the Republican National Committee and most recently was a principal at Statecraft Staffing, a government transition consulting agency.

John Rader

DEPUTY DIRECTOR FOR PRESIDENTIAL APPOINTMENTS

Rader most recently advised Sen. Bob Corker and had advised Tennessee Gov. Bill Haslam for more than four years. He will serve as the deputy to his former colleague, William Hagerty, on presidential appointments.

Ed Feulner

POLICY ADVISER

Feulner is a founder and the former president of the Heritage Foundation. He chairs the advisory board of its Asian Studies Center. Feulner has served on several congressional commissions and was the vice chairman of the 1995-96 National Commission on Economic Growth and Tax Reform (the "Kemp Commission").

© 2016 POLITICO Pro

Eric Ueland

OUTREACH TO CONGRESS AND OUTSIDE GROUPS

Ueland is the Republican staff director of the Senate Budget Committee. He has spent nearly 35 years combined as a staff member in the U.S. Senate, including as a top aide to Sens. Don Nickles and Bill Frist. He also spent six years as the vice president of the Duberstein Group until his return to the Senate.

Andrew Bremberg

BROAD POLICY DEVELOPMENT

Bremberg most recently oversaw domestic and foreign policy for Wisconsin Gov. Scott Walker's presidential campaign. He is also a former policy adviser to Senate Majority Leader Mitch McConnell. He was a member of Mitt Romney's transition team tasked with preparing to repeal Obamacare. He worked at the nonprofit Mitre as a top health policy expert and at HHS during the George W. Bush administration.

J.D. Gordon

VETERANS AND NATIONAL SECURITY

Gordon was the Pentagon spokesperson during the George W. Bush administration. He is a retired Navy commander who most recently was a national security adviser for Trump's campaign, as well as for former Arkansas Gov. Mike Huckabee's and Herman Cain's presidential campaigns.

Ado Machida

INTERAGENCY POLICY

Machida is a former lobbyist and top aide to Vice President Dick Cheney on domestic policy. Machida was also an adviser to Senate Majority Leader Bob Dole on banking, finance and tax issues and was the senior economic policy advisor to the 1996 Dole-Kemp presidential campaign. Achida is a former president of the International Stability Operations Association.

Mike Catanzaro

ENERGY POLICY LEAD

Catanzaro was an energy adviser to former House Speaker John Boehner and led the EPA policy team for Mitt Romney's transition. He advised President George W. Bush's reelection on policy and held senior positions at the EPA, White House Council on Environmental Quality and on the Senate Committee on Environment and Public Works staff. He was most recently a partner at CGCN Group.

Mike McKenna

DEPARTMENT OF ENERGY LEAD

McKenna is an energy industry lobbyist and former external relations specialist at the Energy Department and Department of Transportation. He was also director of policy and external affairs for the Virginia Department of Environmental Quality. McKenna is the president of MWR Strategies.

Myron Ebell

ENVIRONMENTAL PROTECTION AGENCY

Ebell is the director of the Center for Energy and Environment at the Competitive Enterprise Institute, a free market think tank. Ebell also chairs its Cooler Heads Coalition, a group of nonprofits that "question global warming alarmism and oppose energy rationing policies." The coalition and CEI are credited with leading the fight against cap-and-trade legislation.

David Bernhardt

DEPARTMENT OF INTERIOR LEAD

Bernhardt is a lobbyist and co-chair of Brownstein Hyatt Farber Schreck's Natural Resources Department. He has held various positions at the Department of Interior during the George W. Bush administration, including solicitor. As solicitor, Bernhardt issued opinions on the Mineral Leasing Act, the Endangered Species Act and the Indian Gaming Regulatory Act.

Ed Meese

EXECUTIVE OFFICE OF PRESIDENT

Meese is a former U.S. attorney general during President Ronald Reagan's second term. He had been a senior aide since Reagan was governor of California and is now the Heritage Foundation's Ronald Reagan Distinguished Fellow Emeritus, acting as an ambassador for the organization within conservative circles and overseeing special projects. Meese chaired Heritage's Center for Legal and Judicial Studies that bears his name.

Paul Winfree

OFFICE OF MANAGEMENT AND BUDGET

Winfree is an economist and director of the Thomas A. Roe Institute for Economic Policy Studies at The Heritage Foundation. His work at Heritage includes developing policy recommendations for incoming presidents on reducing the size of government for the "Mandate for Leadership" book series. Winfree was also the director of income security on the Senate Budget Committee. Winfree works with Heritage colleague, Ed Meese.

Mike Rogers

NATIONAL SECURITY ADVISER

Rogers is a former member of Congress best known for his tenure as chairman of the House Permanent Select Committee on Intelligence. After leaving Congress, he founded Americans for Peace, Prosperity and Security, as well as the Mike Rogers Center for Intelligence and Global Affairs, which focuses on national security, foreign policy, and technology issues. Rogers is a former U.S. Army officer and former FBI special agent.

Source: Staff reports; White House.gov; Wall Street Journal; Washington Post; photos provided by Associated Press, Getty Images, LinkedIn, Facebook, YouTube, Heritage Foundation, Competitive Enterprise Institute, Brownstein Hyatt Farber Schreck, New York Times via John Rader

By Janie Boschma and Todd Lindeman, POLITICO Pro DataPoint

POLITICOPRO

2017 PRESIDENTIAL TRANSITION CHECKLIST

The presidential transition process is a major undertaking. Transition teams for the major candidates are responsible for creating the plan for their candidate to smoothly begin governance just a few short months after Election Day.

For many in Washington, it is crucial to follow every step of the presidential transition from beginning to end. That's why we've created the 2017 Presidential Transition Checklist to help you track the major milestones of the transition process. Check off the box when you complete each task and you'll be one-hundred percent prepared for the new administration.

PRE-ELECTION TASKS:

- ☐ Develop profiles of transition teams' leadership
- ☐ Outline major policy promises of presidential candidates
- ☐ Monitor early federal agency review plans
- ☐ Begin shortlists of presidential appointment candidates
- ☐ Review transition team budget preparations

POST-ELECTION TO INAUGURATION:

- ☐ Compile president-elect's agency review reports
- ☐ Update shortlists of presidential appointment candidates
- ☐ Expand summary of incoming administration's policy priorities
- ☐ Enhance summary of new administration's budget preparation

THE FIRST 100 DAYS:

- ☐ Profile incoming head of each federal agency
- ☐ Profile key Cabinet and White House appointments
- ☐ Track Senate confirmation of remaining appointments
- ☐ Monitor early policy implementation and budget agenda

© 2016 POLITICO Pro

BONUS!

Another unique result of a presidential transition is that thousands of new people will arrive in DC to fill positions within the new administration. If you're about to be new to Washington DC, we've created a bonus checklist for the must-do activities around town.

NEW-TO-DC CHECKLIST

- ☐ Enjoy a meal at a famous Washington DC restaurant.
- ☐ Take a walking tour of the Monuments on the National Mall.
- ☐ Visit the museums. They're free!
- ☐ Admire the cherry blossoms at the Tidal Basin. (Springtime only!)
- ☐ Catch a game, when the Nationals (MLB), Capitals (NHL), Wizards (NBA) or Redskins (NFL) are in town.

Ben's Chili Bowl
Barack Obama visited this eatery in Washington's Shaw neighborhood just 10 days before his inauguration in 2009.

The Old Ebbitt Grill
An American institution, it's Washington's oldest restaurant.

© 2016 POLITICO Pro

DON'T MISS A BEAT AS THE 2017 TRANSITION UNFOLDS

STAY A STEP AHEAD WITH

POLITICOPRO

info.politicopro.com

CERTIFICATE OF SERVICE

I hereby certify that on November 12, 2016, I caused the foregoing to be electronically filed with the clerk of the court using the CM/ECF system which will send notification of such filing to the e-mail addresses denoted on the electronic Mail Notice List.

I certify under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed on November 12, 2016, at Los Angeles, California

/s/ Daniel M. Petrocelli
Daniel M. Petrocelli