



## TRANSITION TOPIC:

# Focusing A Transition Effort

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

## **TASK GROUP:**

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# Report Documentation Page

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## ISSUE

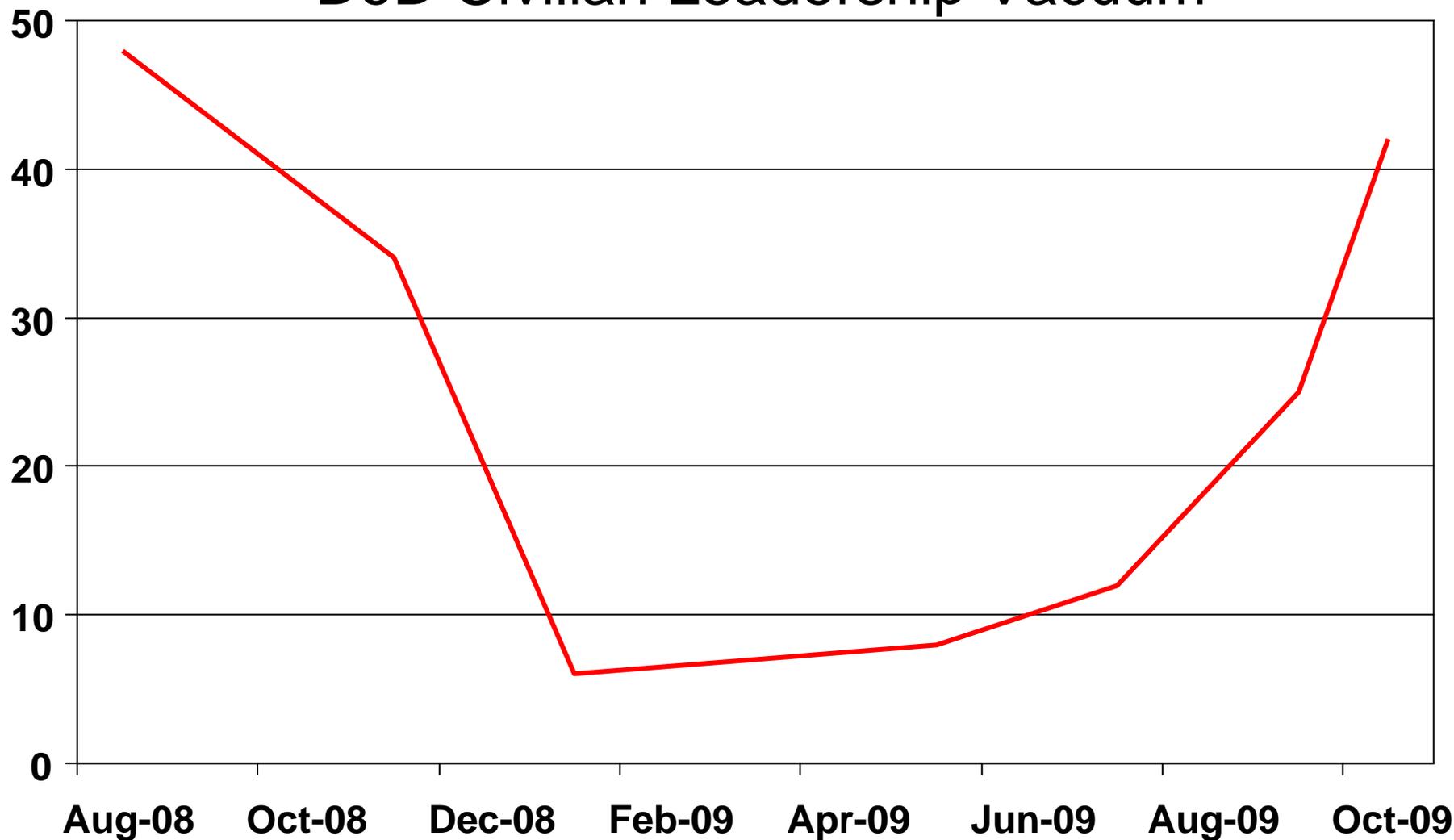
- The Administration must be ready to govern immediately upon taking office and respond to any national crisis.
- Prepare for a likely first 270 days crisis
- Jump start the first term

## IMPACT

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



## DoD Civilian Leadership Vacuum





## **PREPARING FOR A LIKELY FIRST 270 DAYS CRISIS**

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



## FIRST 270 DAYS

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



## **JUMP STARTING THE FIRST TERM**

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



## **RECOMMENDATIONS:**

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