



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

Form Approved
OMB No. 0704-0188

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE 23 OCT 2008	2. REPORT TYPE	3. DATES COVERED 00-00-2008 to 00-00-2008			
4. TITLE AND SUBTITLE Focusing A Transition Effort		5a. CONTRACT NUMBER			
		5b. GRANT NUMBER			
		5c. PROGRAM ELEMENT NUMBER			
6. AUTHOR(S)		5d. PROJECT NUMBER			
		5e. TASK NUMBER			
		5f. WORK UNIT NUMBER			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Business Board, Secretary of Defense, Washington, DC		8. PERFORMING ORGANIZATION REPORT NUMBER			
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)			
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)			
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 7	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



ISSUE

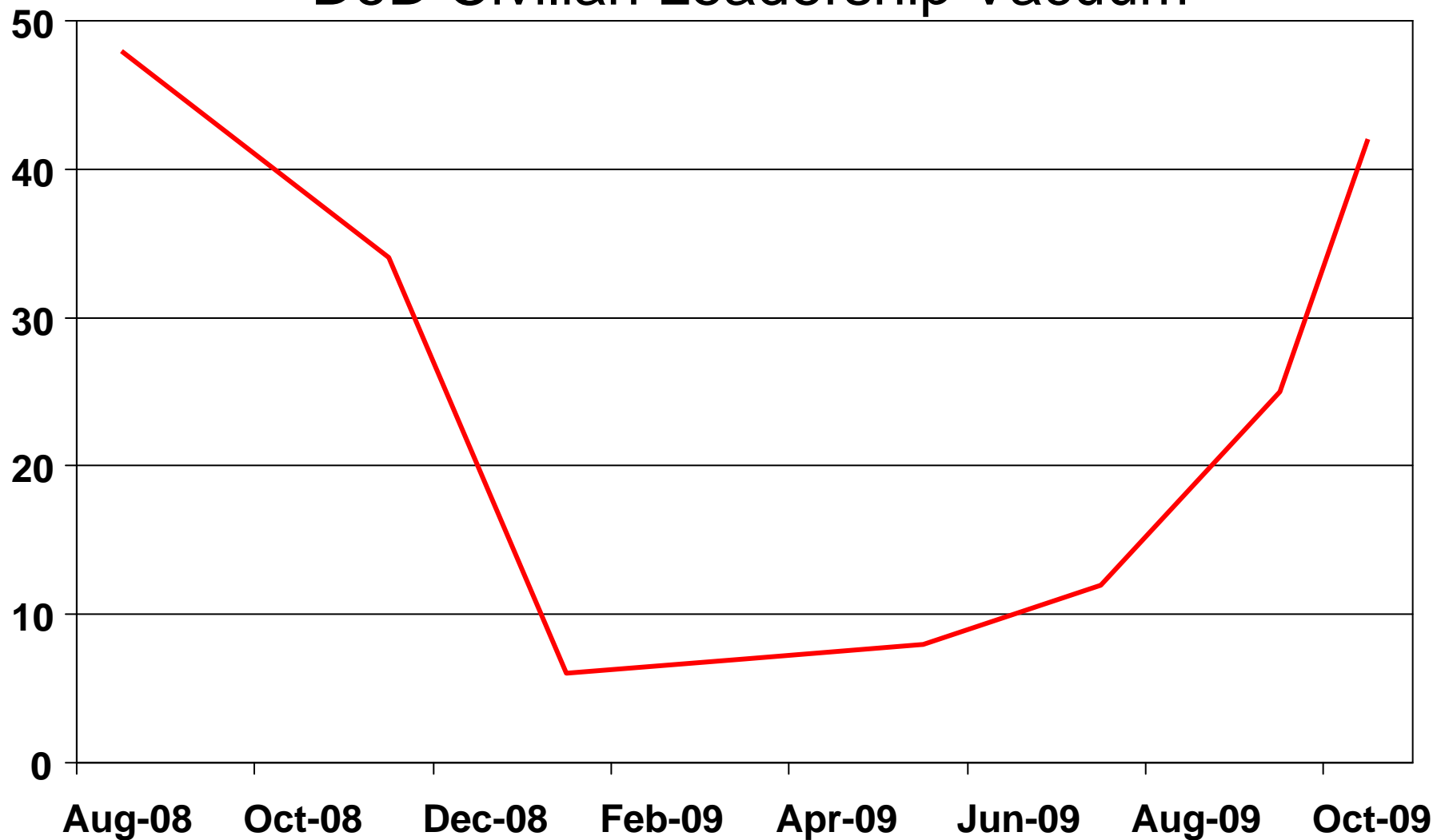
- The Administration must be ready to govern immediately upon taking office and respond to any national crisis.
- Prepare for a likely first 270 days crisis
- Jump start the first term

IMPACT

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



DoD Civilian Leadership Vacuum





PREPARING FOR A LIKELY FIRST 270 DAYS CRISIS

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



FIRST 270 DAYS

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



JUMP STARTING THE FIRST TERM

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



RECOMMENDATIONS:

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