Agency “Owner’s Manual” Template

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***Key audience****: Incoming appointees*

***Source****:* [*Agency Transition Guide*](https://presidentialtransition.org/transition-resources/agency-transition-guide/) *(chapter 2 - planning, appendix 2.3)*

*Materials produced for incoming appointees in past transitions were longer and more detailed than those produced for the temporary appointees who arrived immediately following the inauguration. Referred to as the agency’s “owner’s manual” this material is for incoming appointees. The manual includes a more detailed discussion of the items contained in the briefing materials for the president-elect’s representatives, along with several new areas of discussion including historical issues within the agency and issues raised by oversight bodies.*

1. **IN-PERSON BRIEFING SCHEDULE** 
   1. Topic/date/time/location of in-person briefings
   2. Briefing guide
2. **ORGANIZATIONAL OVERVIEW**
   1. Organization’s mission/strategic plan/priorities
   2. Organization’s history
   3. Statutory requirements and enabling legislation
   4. Key mission delivery performance measures/scorecard
      1. Performance agreements
   5. Historical performance outcomes
   6. Organizational chart (with headcount) – highlight key decision makers, influencers, etc.
   7. Order of succession
   8. Biographies and head shots of career staff in key leadership positions
   9. Biographies and head shots of political staff in key leadership positions
   10. List of agency detailees on the Hill and other agencies
   11. Workforce data and trends
       1. Size of workforce
       2. By level (Executive and senior level, General Schedule, Federal Wage System, other)
       3. Length of federal service
       4. % retirement eligible
       5. Age breakdown of workforce
       6. % of positions vacant
       7. Agency profile trends over time
   12. OPM limits on Schedule C’s/non-career SESs and hiring rules
   13. Organizational culture overview
       1. FEVS and Best Places to Work data
   14. Important relationships with other federal agencies
3. **TOP ISSUES FOR NEW LEADERSHIP**
4. 30/60/90-day issues – Include a visual calendar of critical path events and deadlines with supporting one-to-two-page issue papers for critical topics
   * 1. Management issues (e.g., operational, budget, and financial)
     2. Draft fiscal Agency Strategic Plan and Priority Goals
     3. Potential legal, media, or congressional issues, regulatory actions, expiring authorities, recent GAO/OIG reports especially high-risk issues
     4. Cybersecurity infrastructure and Cybersecurity National Action Plan (CNAP) related procedures
     5. Key congressional or outside contacts for each issue
5. History of key management initiatives and mandates
6. Pending decisions
7. Issues requiring White House involvement
8. Process for decision-making
9. Common challenges or roadblocks to policy
10. Most important political staff positions needed to be filled
11. Quick wins – what can be accomplished in the next 100 days – tailored to each campaign
12. Administrative action
13. **BUDGET OVERVIEWS**
14. Basic guide for understanding key budget details
15. Budget dashboard that agency staff can update on an ongoing basis
16. Major budgetary constraints
17. Budget history
    1. Major changes from 2021 to 2024
    2. Historical context of budget decisions, changes and implications
18. Funding sources
19. Expenditures
20. Personnel/non-personnel expenses by program – highlight areas of flexibility, cost cutting opportunities, etc.
21. **COMPONENT/DIVISION INFORMATION**

*Take an enterprise overview and develop in-depth briefings for major components where relevant.*

1. Mission
2. Organizational chart
3. Workforce
4. Budget
5. Top issues
6. **OVERSIGHT**
7. Office of the Inspector General
8. Biography of the Inspector General
9. Top issues and recent reports
10. Government Accountability Office
11. High Risk List
12. Duplication Reports
13. **GOVERNANCE**
14. Key structures and decision-making processes
15. Talent and performance management
16. Budget process
17. Risk assessments
18. Calendar of agency actions and activities
19. Participation in Enterprise Government activities
20. Interagency council membership
21. Cross-department initiatives and funding
22. Shared Services
23. **POLICIES AND REGULATIONS**
24. Overview of historical policies and regulations
25. Number of new regulations per year
26. % deemed significant by OIRA
27. Recently adopted or pending policies and regulations
28. Overview of the policy/regulation review and enforcement process
29. Enforcement issues
30. Summary of litigation
31. **CONGRESSIONAL RELATIONS AND ISSUES**
32. Oversight committees (oversight, authorization and appropriations)
33. Membership and key issues for each
34. Key staff – include career agency staff who manage relationships
35. Overview of previous hearings
36. Current inquiries
37. Other members with special interest or subject matter expertise
38. Confirmation hearing prep
39. Leadership and members
40. Top issues addressed at hearings
41. Process, logistics, and historical roadblocks
42. Required authorization/appropriations reports and updates to Congress
43. Key pending legislation
44. Implications of Continuing Resolutions
45. **EXTERNAL STAKEHOLDERS OVERVIEW AND ISSUES**

*Includes: media, federal employee unions, interest groups, and regulated entities*

1. Stakeholder group overview (mission and leadership)
2. Special initiatives or hot topics of the stakeholder
3. Recent engagements with stakeholder
4. Pertinent third-party reports (e.g. from the National Transportation Safety Board)
5. **CRISIS MANAGEMENT AND EMERGENCY RESPONSE**
6. Emergency response plan
7. Roles / responsibilities
8. Decisions to be made
9. Continuity of operations information
10. Primary points of contact
11. **ADMINISTRATIVE INFORMATION**
12. Contact information for agency transition team and immediate office staff
13. Security procedures
14. IT issues
15. Privacy infrastructure
16. Key IT contacts
17. Computer access, technology usage information, telephone instructions
18. Map / floor plan of organization facilities (including evacuation plans)
19. Transportation and parking information
20. Lessons learned for success on day one (e.g., opportunities to streamline administrative processes to address surge in demand)