
Turning campaign promises into working policies requires more than just political bravado. It takes great management skills. The National Academy of Public Administration has undertaken the ambitious task of identifying the 40 most difficult management positions in the federal government. Looking specifically at positions denoted as Presidentially-Appointed with Senate Confirmation (PAS) in the most recent edition of the Plum Book (2012), the Transition 2016 Steering Committee has worked to not only select positions most important to a new administration, but also to highlight the skills, traits, and qualities that are critical for success in those positions.

These jobs are characterized by operational complexity. The performance of these jobs will have a direct impact on the American citizenry, including direct delivery of services and accomplishments of the President’s Agenda. All of these positions will have to overcome enormous management challenges to accomplish their goals.

**The Government-wide Managers**

1. Office of Management and Budget - Director
2. Office of Personnel Management - Director
3. Office of Management and Budget - Deputy Director for Management
4. General Services Administration - Administrator
5. Department of the Treasury - Deputy Secretary

**The Deputy Secretaries**

1. Department of Agriculture - Deputy Secretary
2. Department of Energy - Deputy Secretary
3. Department of the Interior - Deputy Secretary
4. Department of Commerce - Deputy Secretary
5. Department of Transportation - Deputy Secretary
6. Department of Defense - Deputy Secretary
8. Department of State - Under Secretary for Management
9. Department of Education - Deputy Secretary
10. Department of Health and Human Services - Deputy Secretary
11. Department of Housing and Urban Development - Deputy Secretary
12. Department of Veterans Affairs - Deputy Secretary
13. Department of Labor - Deputy Secretary

**Managing Natural Resources, Information and Infrastructure**

1. Department of Commerce - Under Secretary of Commerce for Oceans and Atmosphere and NOAA Administrator
2. Bureau of the Census - Director
4. Department of Transportation - Federal Aviation Administration - Administrator

Managing National and Homeland Security
1. Central Intelligence Agency - Director
2. Federal Bureau of Investigation - Director
3. Office of the Director of National Intelligence - Director
4. Department of the Treasury - Under Secretary for Terrorism and Financial Intelligence
5. Department of Defense Office of Under Secretary of Defense (Acquisition, Technology, and Logistics) - Under Secretary
6. Department of Defense - Operational Test and Evaluation - Director
7. Department of Energy - Under Secretary, Nuclear Security and Administrator of the National Nuclear Security Administration
9. United States Agency for International Development - Administrator
10. Department of State - Assistant Secretary for Diplomatic Security, Director Office of Foreign Missions

Managing Health, Education, and Income Security Programs
1. Department of Education - Office of Financial Student Aid - Chief Operating Officer
2. Department of Health and Human Services - Centers for Medicare and Medicaid Services - Administrator
3. Department of Health and Human Services - Food and Drug Administration - Commissioner of Food and Drugs
4. Department of Health and Human Services - Centers for Disease Control - Director
5. Department of Veterans Affairs - Veterans Health Administration - Under Secretary for Health
6. Department of Veterans Affairs - Veterans Benefits Administration - Under Secretary for Benefits
7. Department of the Treasury - Internal Revenue Service - Commissioner of Internal Revenue
8. Social Security Administration - Commissioner