

**THE
EXECUTIVE AGENCY
TRAINING PROGRAM**

**THE WHITE HOUSE
NATIONAL SECURITY
APPARATUS**



The White House

There are no legally-mandated structures within the Executive Office of the President (EOP), except NSC. Thus, the President can largely shape the structure of EOP.

There are numerous entities within the White House that deal with issues related to national security:

- Chief of Staff's Office
- Homeland Security Council
- National Economic Council
- National Security Council
- Office of Communications / Office of the Press Secretary
- Office of Energy and Climate Change Policy
- Office of Legislative Affairs
- Office of Management and Budget
- Office of National Drug Control Policy
- Office of Political Affairs
- Office of Public Liaison and Intergovernmental Affairs
- Office of Science and Technology Policy
- Office of the United States Trade Representative
- Office of the Vice President
- Office of the White House Counsel
- President's Intelligence Advisory Board and Intelligence Oversight Board
- Privacy and Civil Liberties Oversight Board
- White House Military Office



White House 101

- **Office of Energy and Climate Change Policy**
 - New White House office that will advocate for the President’s energy and climate policies and coordinate these policies across the executive branch.
- **Office of Public Liaison and Intergovernmental Affairs (OPL-IGA)**
 - OPL-IGA is responsible for the Administration’s outreach efforts to citizens and communities and for coordinating White House activities related to state and local government, law enforcement and outside organizations.
- **Office of Science and Technology Policy (OSTP)**
 - OSTP advises the President on the impacts of science and technology on domestic and international affairs. OSTP works with the private sector to ensure federal investments in science and technology contribute to economic prosperity, environmental quality, and national security.



White House 101

- **President's Foreign Intelligence Advisory Board (PFIAB)**
 - PFIAB advises the President on the quality and adequacy of the intelligence he receives from the intelligence community. Its 16 members are selected from outside the government. The Intelligence Oversight Board (IOB), a standing committee of PFIAB, advises the President on the legality of intelligence activities.
- **Privacy and Civil Liberties Oversight Board (PCLOB)**
 - PCLOB is an advisory body mandated with monitoring the actions of the government and ensuring that civil liberties and privacy interests are respected in the implementation of laws, regulations and policies related to the war on terrorism. The board was established in response to a recommendation by the 9/11 Commission and consists of five members appointed by the President.
- **White House Military Office (WHMO)**
 - WHMO provides military support for White House functions, including Presidential transportation, medical support and hospitality services.



Office of Management and Budget (OMB)

- **OMB is a Cabinet-level office whose responsibilities cover budgetary, management and regulatory issues, including:**
 - Overseeing the preparation of the federal budget and setting funding priorities;
 - Ensuring that agency reports, rules, testimony, and proposed legislation are consistent with the President's positions and budget;
 - Evaluating the effectiveness of agency policies and management practices.
- **OMB Structure**
 - Resource Management Offices (RMOs) organized by functional responsibilities provide guidance to agencies.
 - Statutory offices oversee and coordinate executive branch policies on procurement, financial management, information technology and regulation.
 - OMB-wide support offices (including counsel, legislative, communications).



Office of Management and Budget (OMB)

- **OMB Staff**

- OMB is the largest entity within the EOP with approximately 500 career and political staff.
- The Director of the OMB is a member of the Cabinet.
- The bulk of OMB staff are charged with overseeing and evaluating particular federal agencies or programs. Staff monitor the agency's or program's adherence to Presidential policies and budgetary priorities, review budget requests, proposed regulations and Congressional testimony and analyzing pending legislation. OMB staff are regularly called upon to provide analysis to other White House staff.

- **Budget Process**

1. Agencies (with OMB guidance) prepare budgets during the summer and submit them to OMB in the fall;
2. OMB aggregates these requests;
3. The President prioritizes funding and submits the budget to Congress for the following fiscal year.



Office of Management and Budget (OMB)

Director

- Deputy Director
- Deputy Director for Management
 - Executive Associate Director
 - Chief of Staff

OMB-Wide Support Offices

- General Counsel
- Legislative Affairs
- Communications
- Management and Operations Division
 - Economic Policy
 - Legislative Reference Division
 - Budget Review
- Performance and Personnel Management

Resource Management Offices

- Natural Resources Programs
- Education, Income Maintenance & Labor Programs
 - Health Programs
- General Government Programs
 - National Security Programs

Statutory Offices

- Office of Federal Financial Management
- Office of Federal Procurement Policy
- Office of E-Government & Information Technology
- Office of Information and Regulatory Affairs



Office of the U.S. Trade Representative (Oustr)

- **Oustr is a cabinet-level office with responsibility for:**
 - Developing and recommending trade policy to the President;
 - Promoting U.S. trade policy and intellectual property laws throughout the world;
 - Negotiating bilateral, multilateral, and regional trade agreements;
 - Coordinating trade policy within the federal government through the interagency Trade Policy Review Group (TPRG), the Trade Policy Staff Committee (TPSC) and 90 subcommittees that assist the TPSC.
- **Oustr is structured along 5 organizational lines:**
 - Bilateral Agreements
 - Multilateral Agreements
 - Sectoral Activities (agriculture, services, investment, manufacturing, environment, labor)
 - Analysis, Legal Affairs and Policy Coordination
 - Public Outreach (Congress, public/media, intergovernmental)
- **Oustr Staff**
 - The United States Trade Representative (USTR) is a member of the Cabinet. Both the USTR and the Deputy USTR carry the title of Ambassador.
 - Oustr has over 200 employees who negotiate directly with foreign governments to create trade agreements, resolve disputes and participate in global trade policy organizations. There are USTR offices in Washington, Geneva and Brussels.



Office of the White House Counsel

- The White House Counsel advises the President on all legal issues pertaining to the Executive Office of the President, including:
 - Policy and legislation
 - The signing or vetoing of legislation
 - Ethical questions
 - Financial disclosures and conflicts of interest
 - Executive branch appointments and judicial selections
 - Presidential pardons
- The White House Counsel handles lawsuits against the President in his role as President (as opposed to lawsuits filed against him as an individual), but does not serve as the President's personal attorney. When personal legal issues arise, the President will use a personal attorney for confidential legal advice.



National Economic Council (NEC)

- NEC is a forum of department heads and senior Administration officials whose jurisdiction relates to the economy (next page).
- NEC was created by President Clinton in response to increasing global economic integration and the belief that economic matters were central to the nation's security.
- The NEC has three principle functions:
 1. Advise the President on matters related to domestic and global economic policy;
 2. Ensure economic policies & programs are consistent with the President's goals;
 3. Coordinate interagency implementation of economic policies.



National Economic Council (NEC)

NEC Membership

- President
- Vice President
- Secretary of State
- Secretary of Treasury
- Secretary of Agriculture
- Secretary of Commerce
- Secretary of Labor
- Secretary of Housing and Urban Development
- Secretary of Transportation
- Secretary of Energy
- Secretary of Homeland Security
- Secretary of Health and Human Services
- Secretary of Education
- National Economic Council Director
- Assistant to the President for Domestic Policy
- Assistant to the President for Science and Technology Policy
- Chair of the Council of Economic Advisors
- Director of OMB
- Environmental Protection Agency Administrator
- National Security Advisor
- USTR
- Assistant to the President for Energy and Climate Change

Staff Structure

- NEC Director oversees coordination and implementation of economic policies.
- Two deputy directors, one for domestic & one for international economic issues.
- Deputy Director for International Econ. also reports to National Security Advisor.
- NEC staff includes some NSC staff and policy specialists in fields including: agriculture, commerce, energy, markets, fiscal policy, healthcare and labor.
- NEC Director and staff work closely with National Security Advisor and NSC staff.



The National Security Council System

1. National Security Council
2. NSC Staff
3. NSC Interagency Groups

The organization and processes of the National Security Council System varies according to the President's preference. It is set by a directive issued near the beginning of each new Administration.

The name of national security directives varies by Administration:

- Ronald Reagan -- National Security Decision Direction (NSDD)
- George H.W. Bush -- National Security Directive (NSD)
- Bill Clinton -- Presidential Decision Directive (PDD)
- George W. Bush -- National Security Presidential Directive (NSPD)



National Security Council

The National Security Council (NSC) is the principal forum in which the President considers national security policy and the body that oversees the coordination of these policies across government.

The NSC staff is commonly (and incorrectly) referred to as “the NSC.” In fact, the NSC is a committee of the Administration’s senior national security officials, which is supported by the NSC staff.

Membership

•Statutory Members (as mandated by the National Security Act of 1947 and amended by more recent legislation)

- President
- Vice President
- Secretary of State
- Secretary of Defense
- Secretary of Energy

•Statutory Advisors

- Chairman of the Joint Chiefs of Staff
- Director of National Intelligence

•Regular invitees (under President Bush)*

- National Security Advisor
- Chief of Staff to the President
- Counsel to the President
- Secretary of the Treasury
- National Economic Council Director
- Homeland Security Advisor

•Others invitees

- When issues are addressed pertaining to their responsibilities, other department heads and senior White House officials are invited to attend.

*National Security Advisor Jim Jones has indicated that Obama’s NSC may regularly include the Secretary of Commerce and representatives from law enforcement agencies.



National Security Council

What is the NSC's Role?

According to the National Security Act of 1947, the NSC shall:

1. "Assess and appraise the objectives, commitments, and risks of the United States" and "consider policies on matters of common interest to the departments and agencies of the government concerned with the national security;"
2. "Advise the President with respect to the integration of domestic, foreign, and military policies related to national security so as to enable the military services... and agencies of the government to cooperate more effectively;"
3. Coordinate "the policies and functions of the departments and agencies of the government relating to the national security."

How Often and Where Does the NSC Meet?

The President may call NSC meetings at his discretion. Most Presidents have preferred informal consultations with NSC members and have only called formal NSC meetings to discuss the pressing issues. However, during crises, the NSC will meet more frequently. President Bush's NSC met at least weekly (often 3 times per week). NSC meetings take place at the White House or by video conference.

Who Runs NSC Meetings?

The President runs NSC meetings or may designate a meeting chief (often the National Security Advisor).



NSC Staff

- NSC staff structure, its functioning and its role in the national security system varies according to the preferences of the President and the National Security Advisor.
- Proximity to the president gives the NSC staff great clout in the interagency process.

General Structure:

- The NSC staff is led by the National Security Advisor
- The NSC staff is divided into directorates assigned to a particular functional or regional area of responsibility.
- The policy staff is made up of political appointees and senior career staff and military officers “seconded” from other agencies.
- NSC institutional memory is held by a cadre of career staff secretaries and administrative staff.
- During the Clinton Administration and the Bush Administration (post-9/11), the NSC has had 100-105 policy staff.



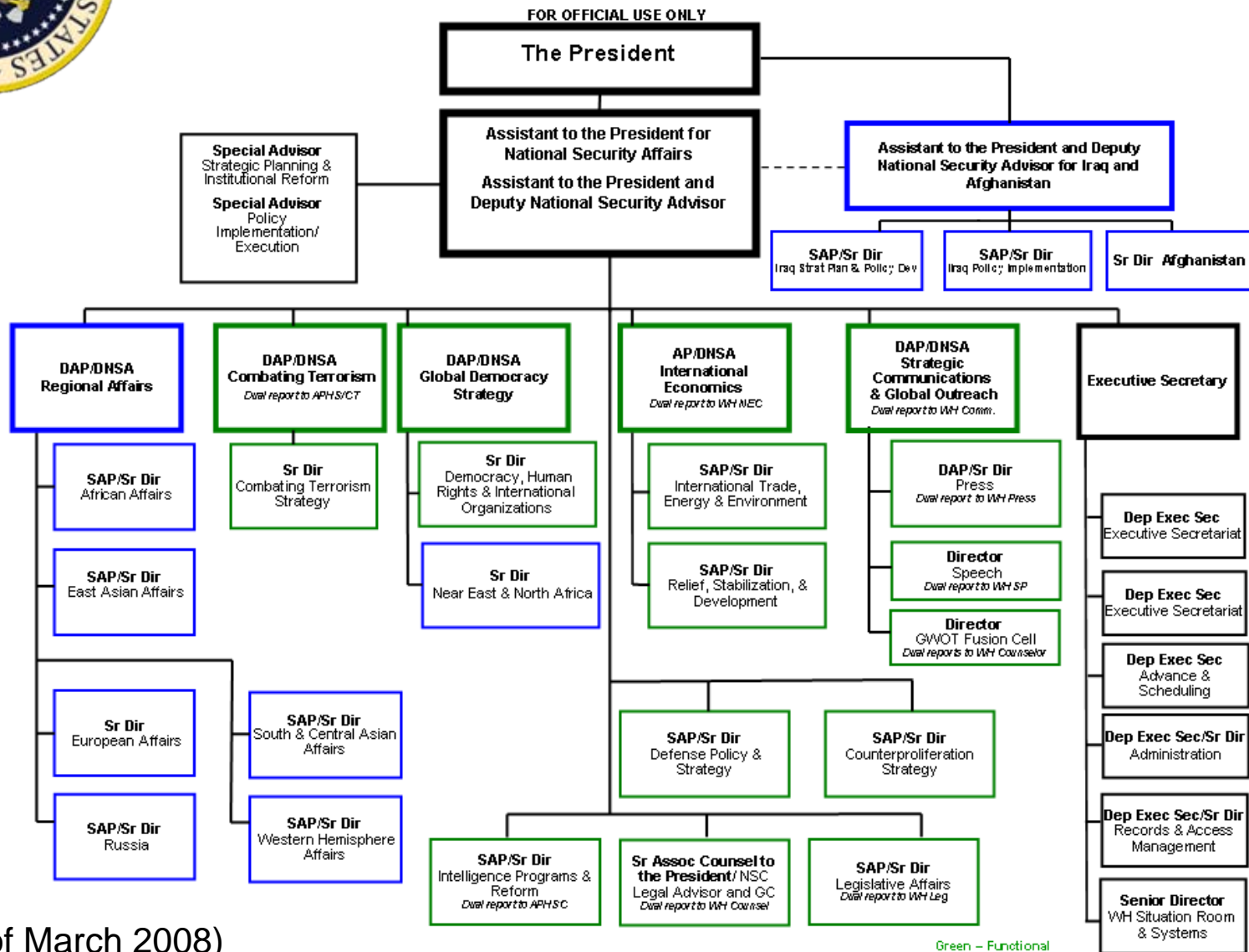
NSC Staff

General Responsibilities:

- Interagency Management Responsibilities
 - Day-to-day managing of national security affairs for the President, particularly coordination and integration of policy process and implementation across government.
 - Tracking the progress of issues and alerting the President when those issues require intervention.
 - Articulating the President's policies to other departments.
 - Under Reagan, the NSC developed independent operational capabilities. Since the Iran-Contra affair, however, presidents have generally restricted their NSC staffs to policy coordination and not operational implementation.
- Presidential Advising Responsibilities
 - Advising the President on staff member's particular issue of responsibility, and during crisis situations, conversations with foreign leaders and negotiations in Presidential summits.
 - Articulating the President's policies to the public (through APNSA).
 - Coordinating summit meetings and overseas travel by the President.



Bush NSC Staff Structure



(As of March 2008)



The National Security Advisor (APNSA)

The National Security Advisor, whose official title is Assistant to the President for National Security Affairs (APNSA or NSA), is the President's personal advisor on issues related to national security, uniquely positioned to be free of institutional biases that may influence the positions of department secretaries.

Responsibilities

- The role of APNSA varies based on the President's preferences for how to manage national security, APNSA's interpretation of his or her role and the personalities of the other NSC principals.
- In general, APNSA is responsible for the daily management of national security affairs for the President, including:
 - Keeping the President informed of international events and developments in the executive branch and Congress that affect the President's policies and priorities.;
 - Advising the President on policy decisions and ensuring that he has all necessary information, that a full range of options have been evaluated and that all NSC members have been included in the process and that their views are conveyed;
 - Overseeing the operation of the interagency system and monitoring the actions of agencies implementing the President's national security policies.



Interagency Working Groups

- The National Security Council System contains a hierarchy of interagency groups that support the National Security Council.
 - Principals Committee (PC)
 - Deputies Committee (DC)
 - Interagency Policy Committees (IPC)
 - Formerly called policy coordinating committees (PCCs) under the Bush Administration and Interagency Working Groups (IWGs) under the Clinton Administration
- Policy discussions begin in the IPCs and work their way up through the DC and PC to the President.
- This hierarchy is designed to ensure that policy decisions brought to the President reflect an interagency consensus so that he only has to deal with high-level problems and contentious issues upon which consensus could not be reached.



Principals Committee (PC) and Deputies Committee (DC)

Principals Committee

- President's senior level policy review and coordination group.
- Membership varies by administration, but generally includes NSC Members, advisors & regular invitees minus the President. Meetings are chaired by APNSA.
- PC will discuss national security issues, review and coordinate policy recommendations or disputes from the DC and give direction for implementation.
- The PC meets on a regular basis (often 1-2 times per week depending on circumstances).

Deputies Committee

- Second-ranking officials from PC Member agencies and offices.
- Meetings are chaired by the Deputy APNSA and take place up to five times a week.
- DC is responsible for reviewing IPC recommendations, deliberating issues upon which the IPCs could not reach a consensus and ensuring that those matters forwarded to the PC have been properly analyzed and prepared for high-level deliberation.
- DC is where the bulk of policy decisions are made in preparation for PC review.



Interagency Policy Committees (IPCs)

Interagency Policy Committees

- Interagency committees organized along regional or functional lines.
- Comprised of senior representatives (assistant secretaries, deputy assistant secretaries, NSC directors, etc) from national security-related departments and offices.
- Day-to-day forum for development, coordination and implementation of national security policy.
- IPCs develop policy options and recommendations for consideration by the DC.
- Meeting rate depends on areas of responsibility -- Some IPCs meet daily, others rarely meet.



Homeland Security Council (HSC)

- Following 9/11 the Homeland Security Council was established. The HSC is structured similarly to the NSC, with a principals committee, a deputies committee, interagency policy committees and a support staff led by the Homeland Security Advisor, officially the Assistant to the President for Homeland Security and Counterterrorism (APHS/CT).
- The HSC's purpose is to promote the development and implementation of effective homeland security policy and to coordinate across government all homeland security activities.
- Given the ambiguous distinction between *homeland* and *national* security, there are numerous issues of overlap in responsibilities between the HSC and the NSC. Thus, the two councils and their staffs coordinate on numerous issues, including counter-terrorism, WMD and border and maritime security.
- The future of the HSC – whether it will merge with the NSC or remain a separate entity – is under review by the Obama Administration.



White House Acronyms

AP	Assistant to the President	OPL-IGA	Office of Public Liaison and Intergovernmental Affairs
APHS/CT	Homeland Security Advisor (Assistant to the President for Homeland Security and Counterterrorism)	OSTP	Office of Science and Technology Policy
APNSA	National Security Advisor (Assistant to the President for National Security Affairs)	OUSTR	Office of the U.S. Trade Representative
DAP	Deputy Assistant to the President	OVP	Office of the Vice President
DC	Deputies Committee (NSC)	PC	Principals Committee (NSC)
EOP	Executive Office of the President	PCLOB	Privacy and Civil Liberties Oversight Board
IOB	Intelligence Oversight Board	PFIAB	President's Foreign Intelligence Advisory Board
IPC	Interagency Policy Committee	RMO	Resource Management Offices (in OMB)
NEC	National Economic Council	SAP	Special Assistant to the President
NSC	National Security Council	TPRG	Trade Policy Review Group (in OUSTR)
OLA	Office of Legislative Affairs	TPSC	Trade Policy Staff Committee (in OUSTR)
OMB	Office of Management and Budget	USTR	United States Trade Representative
ONDCP	Office of National Drug Control Policy	WHMO	White House Military Office



Tricks of the Trade

- Know the White House Staff Hierarchy
 - Assistant to the Pres. (AP) > Deputy Assistant to the Pres. (DAP) > Special Assistant to the Pres. (SAP)
- Learn how to read a budget.
- Learn from the long-term non-political staff (seconded civil servants, staff secretaries, etc.). They know how the place works.
- Write (literally) everything down! Your powers of memory are not sufficient given the weightiness of the job, especially when you need to revisit issues later.
- What's being demanded from you is competence, not brilliance.
- Access to principals and the President is a privilege, not a right. Don't flaunt it or take it for granted.
- Be careful about how you talk to senior officials, both substance and verbiage, and pay particular attention to the need for precision and correct, temperate language. The words you use in a briefing can often end up being recycled in the principal's next conversation -- if you were too glib or hard-edged in your remarks, that can come back to haunt you.
- NSC staffers write a lot of memos! Learn the art of memo writing. It is not like any other writing you've done. Learn to be analytical and concise.



Background Reading

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Notes