

OPERA – fiche sociographique - défense

Prénom, Nom:

Robert S. Rangel

Contact :

Catégorie : Législatif

Attention en 2005 il devient le special assistant de Rumsfeld dans la seconde équipe.

Dates de naissance / décès :

il est né en 59 ou 58

Lieu de naissance :

Lexington, Ky.

Genre : Male

Lieu de résidence (si DC avant l'accession à un poste retenu, avec si possible l'année de l'emménagement à DC):

Va à Washington DC en 1986 pour travailler avec le Rep. Larry Hopkins, R-Ky.

Formation :

BA/BS	Graduates from University of Kentucky
MA/MS	
PhD	
Law degree (JD...)	
Autre	

Profession initiale :

Carrière :

1986 (date par déduction) - 2005 : travaille à la House (18 ans). D'abord pour un Rep.
1986_87 : staff mem. to Rep. Larry Hopkins, US House of Reps., Washington
1987 – 2005 : Professional staff member, puis staff director à partir de 2000, House Armed Services Committee (94 : devient deputy staff director)
2005 : remplace Paul Butler comme « special assistant to the Secretary » Don Rumsfeld.
2005-2011 : special assistant to the secretary of defense : de Rumsfeld à Gates (sous Bush et Obama)
sep 2011 - : Lockheed martin, vice president, programs and policy

Sources biblio/bio, articles, divers.

The Decision Makers: Defense Department
National Journal
August 26, 2005

Robert S. Rangel

Special Assistant to the Secretary
703-692-7095

Rangel has switched branches of government -- and *National Journal* special issues. A stalwart of the House Armed Services Committee staff for 18 years, rising to staff director, Rangel has rated a profile in every edition of *National Journal's Hill People* since 1995, when he was called the committee's "best-kept secret." But now Rangel, still just 46, has quit the Capitol for the Pentagon. As "special assistant," he'll be the de facto chief of staff to the mercurial and hard-to-manage Rumsfeld. He replaces Paul Butler, who in turn replaced Lawrence DiRita, now the Pentagon's top spokesman, who is an intimate of Rumsfeld's innermost circle. Rangel, by contrast, comes from the outside, rarely gives interviews, and is known for his quiet efficiency. "He knows his limits as a staff person," said one Hill colleague. "And he's the finest staff person I've ever worked with over here. He knows the laws inside and out, he knows the process inside and out -- and he'll need it." A native of Lexington, Ky., Rangel graduated from the University of Kentucky and came to Washington in 1986 to work for then-Rep. Larry Hopkins, R-Ky.

Source : <http://www.govexec.com/defense/2005/08/the-decision-makers-defense-department/19995/>
accessed 30 nov. 13

Who runs gov ? – Washington Post
Robert Rangel

Path to Power

A native of Lexington, Ky., Rangel first arrived in Washington as a staffer for former Rep. Larry Hopkins (R-Ky.).

Rangel spent 18 years at the House Armed Services Committee, but somehow managed to keep a low profile, rarely giving interviews, despite rating staff profiles in all the inside-the-Beltway newspapers and magazines. He had worked as GOP staff director for former committee chairmen Bob Stump (R-Ariz.) and Duncan Hunter (R-Calif.).

But in 2005, Rumsfeld came calling and Rangel became his special assistant at the Pentagon

Why He Matters

In February 2010, Time magazine called Rangel "the most influential unknown man in Washington."

A former Republican staff director for the House Armed Services Committee, Rangel served former Bush Secretary of Defense Donald Rumsfeld before Robert Gates came aboard and stayed as Pentagon chief under President Obama.

As the top staffer to Gates at a complex time, Rangel is charged with keeping the Pentagon chief's schedule and managing his inbox, picking which subjects make it to Gates' desk or ears. Rangel is reportedly difficult to approach, but perhaps that's because he's often tasked with the toughest jobs. He, for instance, was the one to bring Gates the bad news that in 2008 the Air Force had mistakenly shipped nuclear missiles to Taiwan.

In August 2010, Gates charged Rangel with perhaps his toughest job yet: heading a new task force charged with slashing Defense Department spending, including on private contractors, closing the Joint Forces Command in Norfolk, Va., and reducing civilian employees and general officers at the Defense Department.

Source : http://www.washingtonpost.com/politics/robert-rangel/gIQAVV2aAP_topic.html consulté le 30 nov. 13

Gatekeeper: Robert Rangel

POLITICO. By [JEN DIMASCIO](#) | 4/24/09

When there's bad news at the Pentagon, Robert Rangel is usually the first to hear it.

In March 2008, Rangel received the initial report that the Air Force had mistakenly shipped nuclear fuses to Taiwan. And he called the secretary's top military adviser into his office.

"His voice was off by about a half-decibel," recalled Gen. Peter Chiarelli, now the Army's vice chief of staff. That was the only way Chiarelli knew something was wrong with his typically unflappable civilian wingman.

It fell to Rangel, the special assistant to Defense Secretary Robert Gates, and Chiarelli to decide whether to take that "first report" — which isn't always 100 percent accurate — to Gates, Chiarelli said. No one likes to be the bearer of bad news, but when you're the top aide to the secretary of defense, it comes with the territory. So he and Chiarelli did.

That's just one example of the tasks Rangel, 49, grapples with on any given day at the center of the world's largest bureaucracy.

Typically, Rangel gathers the Pentagon's civilian leaders for a staff meeting at 7:30 a.m. Gates arrives in that hour and squeezes in a "morning huddle" with Rangel, who keeps the secretary's schedule, and Lt. Gen. David Rodriguez, the military assistant. What follows is a series of meetings, formal and informal, until an end-of-day meeting with Gates around 6 or 6:30 p.m. Rangel's day wraps up about two hours later.

Friends say Rangel's neutral delivery of information is prized by his bosses. That could be one reason Rangel has managed to be handed down from leader to successor several times. Another selling point is his unusual facility with Pentagonese on both the policy and the weapons-buying sides of the bureaucracy. And his experience on Capitol Hill has proved particularly useful to Gates, according to those who've worked with Rangel.

Rangel was a special assistant to Gates' predecessor, Donald Rumsfeld, who recruited Rangel from the House Armed Services Committee. Rangel was staff director for the committee's then-chairman, Rep. Duncan Hunter (R-Calif.), and Rep. Bob Stump (R-Ariz.) before him.

That kind of staying power is rare in Washington. Driven by the services' rotation schedule, Rangel's military counterpart has changed three times.

And it's rare that a Republican like Rangel would stay on in a Democratic administration.

But Rangel is driven more by process than by politics, said Dan Fata, who was the deputy assistant secretary of defense for NATO under President George W. Bush.

Eric Edelman also made the leap between administrations, joining the Pentagon with Rangel in 2005. Rumsfeld recruited both men, and they quickly developed a close relationship.

"I would go to Robert to get a read on, 'Where's the secretary on this? How is he likely to respond to this? Here's what happened today — what's the best way to present that to him?'" Edelman said.

Those questions have been easier to answer under Gates than they were under Rumsfeld, but Rangel has always made time to sort through the issues, Edelman said.

But with so many demands on the secretary's time, the door isn't open for everyone.

Lower-level aides say Rangel can be difficult to approach.

That's an advantage, said James Shinn, who served as Bush's assistant secretary of defense for Asia.

"If he's going to stay on top of so much stuff, he has to be a little expedient in how much bullsh-- he'll put up with," Shinn said.

Even rivals tend to respect him.

"He's just what one could call a worthy opponent," said Rick DeBobes, staff director for the Senate Armed Services Committee under Chairman Carl Levin (D-Mich.), who faced Rangel in numerous negotiations on the annual defense authorization bill.

And Michael Wynne, who was ousted as Air Force secretary over incidents of misplaced nuclear material and other matters, harbors no ill will.

"It was very hard to not be relaxed with Robert and realize that, at the end of the day, we're all human and things happen that are in your control — or that are not in your control but you have responsibility for," Wynne said. "I think he was able to parse that out."

Source : site web Politico, Accessed 30 mai 12

For Nation at War, Gates Seeks Smooth Transition; Pentagon Chief Breaks From Past With Leaner Approach

Ann Scott Tyson

Washington Post Staff Writer

1368 words

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Defense Secretary Robert M. Gates is approaching the presidential transition unlike any of his predecessors.

W. Genieys, Operationalizing Programmatic Elites Research in America, OPERA : ANR-08-BLAN-0032.

He has ordered hundreds of political appointees at the Pentagon canvassed to see whether they wish to stay on in the new administration, has streamlined policy briefings and has set up suites for President-elect Barack Obama's transition team just down the hall from his own E-ring office.

Gates's efforts to ensure a smooth changeover during the first wartime presidential transition in 40 years mark a consensus-oriented style that has won him strong support inside and outside the Pentagon.

"In the past, we'd provide enormous amounts of information, issue papers and books; it was almost choking," said Pentagon spokesman Bryan Whitman. "So we've tried to streamline that and give what is important."

Gates's transition staff, led by special assistant Robert Rangel, has also mapped out key events for the first 90 days of the new administration -- such as NATO meetings and budget submissions, as well as decisions on deployments and the F-22A Raptor fighter jet.

In his nearly two years as Pentagon chief, Gates has repaired ties -- deeply strained under his predecessor, Donald H. Rumsfeld -- with key constituencies such as U.S. military commanders, Congress, the State Department and other agencies. And his latest effort has generated calls for him to stay on for several months under Obama to bridge the administrations.

Under one often-mentioned scenario, Gates would stay on for an initial period in the new administration while Richard J. Danzig, an Obama adviser and former Navy secretary, prepares to take over as the new defense secretary.

"Danzig is extraordinarily capable and looks to be the front-runner," said Jim Miller, director of studies at the Center for a New American Security.

Others mentioned as candidates for the top Pentagon job include Sen. Jack Reed (D-R.I.), a member of the Senate Armed Services Committee; Sen. Chuck Hagel (R-Neb.); and John J. Hamre, president of the Center for Strategic and International Studies and a senior defense official under President Bill Clinton.

But whoever takes charge of the Pentagon will face serious institutional challenges that extend far beyond the ongoing conflicts in Iraq and Afghanistan. Vast budgetary, personnel and organizational problems await the new chief -- problems that Gates has done only so much to tackle.

With nearly 2 million civilian employees and an annual base budget exceeding \$500 billion, deciding on the fiscal 2010 defense budget will be an early challenge, experts say.

The Pentagon's planning and budget process is "broken internally" as well as in the eyes of Congress, said Kathleen Hicks, a senior fellow at the Center for Strategic and International Studies who has assessed reforms at the Pentagon from 2001 to 2008. "There is no faith on the Hill that the DoD is linking what it is supposed to achieve in the world with what it is buying and doing."

The budget is inadequately scrutinized, she said, particularly the emergency war funding "supplementals," which have amounted to scores of billions annually in recent years. Costs for military personnel, health care and equipment are mounting, with the Army and Marine Corps to add 92,000 permanent active-duty troops by 2011. Those services estimate the cost of replacing old equipment at more than \$15 billion a year. A recent Government Accountability Office report on the 95 largest defense acquisition programs, worth \$1.6 trillion, identified nearly \$300 billion in cost overruns.

Rumsfeld had attempted to discipline the Pentagon's unwieldy bureaucracy by reasserting civilian control, but his leadership style proved an obstacle, experts said. "In the end, you didn't see a lot of emphasis on execution," Hicks said, pointing to Rumsfeld's issuing flurries of queries, known as "snowflakes," to his staff members. "You had a lot of people running around answering snowflakes, without really following up on what was done."

In contrast, Gates "did all the things Rumsfeld didn't in terms of accountability," Hicks said. Gates initiated high-profile firings and bypassed the Pentagon's slow procurement system to speed the delivery of mine-resistant vehicles to troops. But while focusing on select problems, Gates left much of the job of running the Pentagon to his deputy, Gordon England. "The whole system of governing the department is off the rails," Hicks said.

Officials and experts said keeping Gates is not essential to the continuity of wartime operations. Gates himself took over from Rumsfeld in a hasty turnover, and several key civilian and military officials have switched out during the wars -- including the Army secretary, the Air Force secretary and the Air Force chief of staff -- all essentially fired by Gates, they said.

Military leaders such as Joint Chiefs of Staff Chairman Adm. Michael Mullen, the service chiefs, and commanders such as Gen. David H. Petraeus, who runs the U.S. Central Command, and Gens. Raymond Odierno and David D. McKiernan, the top U.S. commanders in Iraq and Afghanistan, respectively, are in place to oversee the wars, officials and experts say.

"Who's running the war? Petraeus? Or is it Petraeus?" jibed one former senior official who served under Gates.

Nevertheless, congressional Democrats and Republicans alike have recently sung Gates's praises. "I want to extend our sincere gratitude to you for your cooperation, for your open-minded attitude and your thoughtful approach," said Sen. Carl M. Levin (D-Mich.), chairman of the Senate Armed Services Committee.

And Gates has steered away from Rumsfeld's bureaucratic turf wars with the State Department and intelligence agencies, instead calling for a dramatic increase in non-Pentagon budgets for diplomacy and foreign assistance.

"We'd like him to stay," said one senior military officer from the Army, a service that fought bitterly with Rumsfeld.

Gates, who earlier said that staying on would be "inconceivable," has lately been mum about his plans, simply noting that he is getting "a lot of career advice." Still, some officials and experts say political drawbacks are emerging over keeping Gates in place for any significant period. "The shine is off" the idea of retaining Gates, said one outside expert close to the Obama transition team.

Because Gates arrived at the Pentagon essentially alone after the abrupt resignation of Rumsfeld a day after the November 2006 midterm elections, many of the senior political appointees around him are holdovers from the Rumsfeld era. Even members of Gates's inner circle were inherited from Rumsfeld, including Rangel, who was a longtime staff director for Rep. Duncan Hunter (R-Calif.), and chief secretary Delonnie Henry.

"Once you start peeling back the layers, where do you make the cut?" said one Pentagon official, noting that the Obama team would probably not keep Rangel, who is Gates's point man for the Defense Department transition. "Do you have Gates stay and no one else?" asked the official, who like others interviewed spoke on the condition of anonymity because of the sensitivity of the matter.

"If they keep Gates, does he get to pick the assistant secretaries, and to what degree do you debate that?" a senior defense official asked. "Your campaign is change, so you come in and say 'except for the Pentagon?' I think they should clear the place out."

Eric S. Edelman, who holds the key post of undersecretary of defense for policy, has said he will leave Jan. 20. Michele A. Flournoy, president of the Center for a New American Security and co-leader of the Obama transition team's Pentagon review effort, has been mentioned as a possible candidate to replace him. William J. Lynn, a former Pentagon comptroller, is a possibility for the job of deputy defense secretary.

Others worry that keeping Gates could give rise to clashes on key policy issues such as troop withdrawals from Iraq -- and send a dubious message about the caliber of Democratic contenders for the job. "What does it say about Democrats if we can't put up our own team?" asked the expert close to the Obama team.

Who's who

1093 words

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The weekend before the California recall, Gov. Gray Davis's campaign appealed to several Democratic presidential candidates-including Wesley Clark, John Kerry, Howard Dean, and Dick Gephardt-to come to Los Angeles for a unity rally, scheduled for the Monday before election day. Davis's aides promised the candidates that the governor's poll numbers were tightening up, and that a show of support from the presidential contenders would push him over the edge. But a little research revealed that Davis's new poll had been taken on Friday and Saturday, a notoriously unreliable period in which to do surveys. None of the candidates showed up.

Bush's decision last month to transfer responsibility over postwar Iraq from the Defense Department to the National Security Council was widely (and rightly) seen as a rebuke to Donald Rumsfeld and a validation of the president's faith in Condoleezza Rice. Whether that faith proves justified will largely be determined by the skills of the four people on the NSC staff who will be essentially running the country through the new "Iraqi Stabilization Group." On the plus side, there's Gary Edson, who will be in charge of the Iraqi economy. Edson is known as a master of working the interagency process to come up with creative policy ideas; Bush's merit-based foreign-aid program, for instance, came out of Edson's office. Frances F.Townsend will be running counter-terrorism operations at the new group; a career bureaucrat and former advisor to Attorney General Janet Reno during the Clinton administration, Townsend is considered super-smart, low key, and non-ideological. Robert Blackwill, who will be overseeing the creation of Iraqi political institutions, is a career diplomat who worked in Bush's father's NSC. By most accounts, the problem is going to be Anna Perez, who will handle communications for the new effort. "She's the perfect Bushie," says one member of the White House press corps. "Fiercely loyal and closed-minded to a farcical degree." One White House insider notes that Perez worked for Barbara Bush and describes her as "tart, not terribly creative, very efficient, with a very good feel for seeing what the big story is going to be. She's so onmessage that, even in unguarded moments, she refuses to admit the critics ever have a point"-precisely the kind of thinking, in other words, that got the Bush administration's Iraq effort into trouble in the first place.

Is there something in the water out in Oklahoma? Former Republican congressmen Steve Largent and J.C.Watts, Jr. never quite lived up to expectations during their brief Washington careers. Former Democratic Sen. David Boren managed to get Oklahoma State University to name its veterinary college after him, only to retire soon thereafter to become president of OSU's main rival, the University of Oklahoma. Now Sen. Don Nickles (R-Okla.), the GOP whip-who was once so sure of a bright Washington future that he no longer even owns a home in Oklahoma-has decided to retire rather than continue to vie for power with Sen. Bill Frist (RTenn.), the recently-anointed Senate Majority Leader. Nickles's announcement-and the unexpected decision of Rep. Ernest Istook (R-Okla.) to take himself out of the running to replace him-gives Democrats a shot at the seat. Oklahoma recently elected a Democratic governor, and the party already has a majority in the state legislature. Rep. Brad Carson (D-Okla.) is already gathering endorsements and money for a campaign.

Can Democratic interest groups unite to oust Bush? The evidence so far does not inspire confidence. Months of squabbling within the labor community over organization and campaign strategy have produced at least two competing groups aimed at raising soft money for grassroots mobilization and independent expenditures. Former AFL-CIO political director Steve Rosenthal and EMILY's List president Ellen Malcolm are key players in Americans Coming Together, a PAC funded in part by the Service Employees International Union and financier George Soros, which hopes to raise up to \$80 million for next year's election. But they'll be competing for cash and influence with another labor-oriented group known as Voices for Working Families, launched by Gerald McEntee, head of the American Federation of State, County, and Municipal Employees. The latter group hopes

to raise about \$25 million for get-out-the-vote work; its board includes Gov. Bill Richardson (D-N.M.), former New York gubernatorial candidate Carl McCall, former NAACP chairman Myrlie Evers, former Congresswoman and vice presidential candidate Geraldine Ferraro, and AFL-CK) Vice President Linda Chavez-Thompson, and it will focus on mobilizing more black and Latino voters in key states.

The outing by senior administration officials of Valerie Plame, an undercover C.I.A. counter-terrorism expert and wife of Bush critic and former ambassador Joseph Wilson, is undoubtedly the signature example of contemporary GOP vindictiveness. But there are others. For instance, there is Eric Massa, until recently on the majority staff of the House Armed Services Committee, chaired by Rep. Duncan Hunter (R-Calif). Massa was a lifelong Republican whose first taste of politics was serving as a page to candidate Ronald Reagan during the 1976 presidential race. But before joining the committee staff, Massa had served in the armed forces, where, among other things, he was a top aide to Gen. Wesley Clark (Ret.) during Clark's tenure as NATO supreme commander. The two were close, so when Clark came to Washington in early October to meet with Democratic congressional leaders at a private residence a few blocks from the Capitol, Massa walked over to say hello. But as the former comrades-in-arms greeted each other warmly on the street just outside the event-Massa never went inside, say other attendees-Republican operatives stationed nearby noticed his presence, and reported back to his staff director, Robert Rangel. Soon after, sources tell "Who's Who," Hunter and Rangel repeatedly told Massa that, given his friendship with Clark, he could no longer work at the committee, but when reporters from a few big-name newspapers heard the story and began calling around, Hunter claimed that Massa had never actually been fired. Fed-up, Massa resigned. No one from Hunter's office was available for comment. Contacted by WW, Massa commented, "I don't hold ill will for anybody. This is about issues, and Clark the man, and I'm going to do everything I can to get him elected."

Source : site web, consulté le 6 juillet 2012

GATES CONSIDERED GIVING NETWORK ROLE TO CYBERCOM, THEN BALKED

673 words

30 June 2011

Inside the Pentagon

IPEN

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Defense Secretary Robert Gates quietly agreed late last year to transfer responsibility for the Defense Department's information network to U.S. Cyber Command, but reversed that decision in the twilight of his tenure, a new memo reveals.

Gates' memo on the disestablishment of the Pentagon's Networks and Information Integration (NII) office, issued earlier this week, describes DOD's plans for shuttering the office following months of uncertainty about how the department would proceed.

Inside the Pentagon reviewed a copy of the memo, which is addressed to DOD acquisition executive Ashton Carter, NII boss and Chief Information Officer Teri Takai and Christine Fox, the director of the cost assessment and program evaluation shop.

Gates -- who retires today and will be succeeded by Leon Panetta -- first announced plans for NII's closure last August. Gates' chief of staff, Robert Rangel, set a March 30 deadline for the task. When DOD failed to meet the deadline, Pentagon officials admitted the task was harder than expected, but they declined to comment on the details of internal deliberations.

But the new memo reveals Gates "tentatively agreed" last December to "a conceptual approach that involves transferring significant responsibility for the operation of the DOD information network" from NII and the Defense Information Systems Agency to CYBERCOM.

The website for Takai's office states she is responsible for setting policy and providing oversight of information processes, systems and technologies. DISA provides information technology and communications support to the White House, the armed services and the combatant commands. CYBERCOM chief Gen. Keith Alexander has said his command coordinates, integrates and synchronizes activities to direct the operations and defense of DOD networks.

Gates writes that issues raised by Fox's office in February led him to "recognize there are a number of significant policy, operational and practical concerns with shifting DISA to CYBERCOM that no longer make it a viable approach."

The department will abandon plans for such a shift and refocus on disestablishing NII, the memo states.

"To this end, I believe the best course for the Department is to return to the original goal of disestablishing NII into a smaller and more focused and strengthened Chief Information Officer (CIO) office that has a strong relationship between DISA and CYBERCOM and achieves savings from eliminating functions that are duplicative or no longer necessary," Gates writes.

The memo directs Takai and Fox to develop an implementation plan by Sept. 30. Rangel had previously called for such a plan by last December.

The new implementation plan will include "greater efficiencies through the elimination and consolidation of functions," Gates writes.

The plan will also include the transfer of a portion of NII's command, control, communications, space and spectrum shop -- which oversees netcentricity, command and control and the acquisition of major automated information systems -- to Carter's office, the memo adds.

Further, the plan will contain a CIO directive that has been revised to comply with Gates' decision.

"A stronger relationship and clearer delineation of responsibilities between CIO, DISA and CYBERCOM, consistent with [Gates'] decision to retain responsibility for DISA within CIO" will also be part of the plan, Gates writes.

Like CYBERCOM, Takai is concerned with the security of DOD networks.

"Our challenge today is ensuring our networks can securely support the information demands of our users who require that information anywhere and anytime across our enterprise," Takai said at an April 6 House Armed Services Committee hearing. "To meet this challenge, our networks must be designed and optimized to more effectively and efficiently support these mission operations while ensuring security."

In testimony prepared for a March 16 House Armed Services Committee hearing, Alexander touted CYBERCOM's ties with DISA.

"We are constantly engaged with DISA as well, and our relationship with them will likely change substantially and become even closer in the near future," Alexander said, noting DISA recently relocated to a facility at Ft. Meade, MD, which is also home to CYBERCOM and the National Security Agency. -- Christopher J. Castelli

Pentagon's No. 2 civilian plans to resign

Greg Jaffe

533 words

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English

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The Pentagon's second-highest-ranking civilian said Thursday that he plans to leave his post later this summer or early fall after new Defense Secretary Leon Panetta has had time to choose a successor.

Deputy Defense Secretary William J. Lynn III is resigning at a time when senior officials in the department are weighing how to best cut more than \$400 billion from the defense budget over the next 12 years. His departure means that the top three officials in the Pentagon will all be relative newcomers to their jobs. Adm. Mike Mullen, the chairman of the Joint Chiefs of Staff, will leave his post on Oct. 1 at the end of his four-year term.

Lynn's resignation, which has been rumored for several weeks, was spurred by his desire to spend more time with his family, said defense officials. "The secretary asked me to stay to ensure a smooth transition" to a new deputy, "and we think that's probably early fall," Lynn told the Associated Press. "I think they'll try to move pretty quickly."

Although Lynn has a wealth of experience with defense budget issues, one outside observer said he seemed to struggle to find his place in the Pentagon under Robert M. Gates, Panetta's predecessor.

"Gates tended to turn to his chief of staff, Robert Rangel, to lead the most important initiatives, like finding efficiencies in the defense budget," said Loren B. Thompson, the chief operating officer of the Lexington Institute, a Washington-based think tank. "Lynn got cut out of a lot of the action."

A Pentagon spokesman disputed Thompson's characterization and said that Lynn was deeply involved in Gates' efficiency effort, along with a host of other key initiatives in the department. "He led several major cross-cutting initiatives, including the development of the department's first-ever cyber-security strategy, a new space policy, an improved wounded warrior transition effort with the Department of Veterans Affairs," said Bryan Whitman, the spokesman. "And he did it all while overseeing the day-to-day operations of the department."

Lynn, 57, came to the Pentagon in February 2009 and has focused much of his time on developing the military's strategy for securing its computer networks. The strategy overseen by Lynn focused on what he called "active defense," blocking malicious software before it arrived "at the door" of military networks.

The new cyber-security strategy is to be announced next week.

The front-runners to replace Lynn include Navy Secretary Ray Mabus and Ashton B. Carter, the undersecretary of defense for acquisition, technology and logistics. Both played an important role in repairing the Navy's troubled ship-building program and the massive F-35 fighter-jet program.

Michele Flournoy, the undersecretary of defense for policy, is also rumored to be among those considered for the post. Although Flournoy is a White House favorite, she hasn't been deeply involved in budget and military hardware issues that normally fall to the deputy. Rather, she has been more focused on U.S. military policy in Afghanistan, Iraq and South Asia.

<http://www.washingtonpost.com> [<http://www.washingtonpost.com>]

Deputy Defense secretary to step down, making way for Panetta pick

By John T. Bennett

435 words

8 July 2011

The Hill

THHIL

13

English

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Deputy Defense Secretary William Lynn will step down later this summer, the Pentagon announced Thursday, clearing the way for new Defense Department chief Leon Panetta to pick his own No. 2.

Lynn informed new Defense Secretary Leon Panetta of his intentions late last week; at Panetta's request, Lynn will remain as deputy until a successor is in place.

"Bill Lynn has provided outstanding advice and counsel to this department and to the nation over the course of his long career," Panetta said in a statement released Thursday. "I will rely on his experience and expertise during this transition period. His service will be greatly missed."

In the same statement, Lynn called it a "privilege" to be the No. 2 at the Pentagon "during such a challenging time."

The Associated Press first reported Lynn's decision to step down from the post, which he has held since February 2009.

Lawmakers and the White House say substantial defense cuts are coming as part of a debt-ceiling deal. For that reason, analysts say, Panetta will need to select a No. 2 who has a proven track record as a chief operating officer.

"If the military is headed into a prolonged erosion of its purchasing power, that is all the more reason to have an effective manager in the No. 2 job," Lexington Institute analyst and industry consultant Loren Thompson wrote recently. "The deputy secretary's job traditionally has been regarded as the closest thing the Pentagon has to a chief operating officer, so the search for whoever will next fill that position needs to begin with an assessment of the management credentials that various candidates bring to the table."

Thompson noted that Gates often assigned "most of the tough tasks to his chief of staff, Robert Rangel, rather than Lynn."

Bryan Whitman, a Pentagon spokesman, said, "Those allegations are absolutely absurd and false."

He added that Lynn not only handled all of the responsibilities under the purview of his deputy secretary post, but others as well, including cybersecurity, space policy and wounded warrior care issues.

Before becoming the No. 2 civilian at the Pentagon, Lynn was senior vice president for government operations and strategy at Raytheon. His nomination raised eyebrows at the time because of President Obama's pledge not to place lobbyists in top administration jobs.

During the Clinton administration, Lynn was Pentagon comptroller from 1997 until 2001 and director of the Defense Department's powerful Program Analysis and Evaluation (PA&E) directorate before that, from 1993 until 1997.

DEFENSEWATCH

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The Latest Word On Trends And Developments In Aerospace And Defense

Presidential Ride. The defense appropriations bill the SAC approved Sept. 15 calls for cutting \$119.3 million from the Pentagon's \$180 million request for research and development of a future V-XX presidential helicopter and spending \$70 million of those funds on both research on and procurement of legacy VH-3 and VH-60 fleet upgrades. "The committee was informed by the Navy of changes within the presidential helicopter portfolio that necessitate additional sustainment activities for the legacy fleet, and that developmental activities for the V-XX program will not proceed at the rate originally anticipated by the fiscal year 2012 budget request," the SAC says in its report on the bill. The report notes that \$49.3 million of the cut to V-XX simply would be "due to being early to need."

F-35 Focus. The SAC report elaborates on the panel's proposed \$695 million cut to the Pentagon's request for the F-35 Joint Strike Fighter, a move that would maintain aircraft production quantities at FY '11 levels instead of starting a planned increase. The reduction would cut two conventional-take-off-and-landing F-35s and advance-procurement funding for seven of them, as well as one carrier-variant aircraft and advance-procurement for six of them. The panel is concerned about the "severe concurrency of development testing and production," noting the F-22 program had similar concurrency and the Air Force had to pay to upgrade early production lots of the aircraft to jibe with changes spurred by testing.

...Rejected. The SAC rejects the argument from the Pentagon and contractor Lockheed Martin that increased production rates are needed to keep the per-unit costs down. The report says "the advertised per unit cost does not include additional costs to the program associated with performance, concurrency, and common configuration modifications." It adds: "Similar performance, concurrency, and common configuration issues cost an additional \$56,000,000 per aircraft on the F-22 program, none of which were ever accounted for in the per unit cost. If the Joint Strike Fighter continues on the same path and its costs are not brought under control, the committee believes that the program's future could be in jeopardy." Thus, the panel recommend holding near-term production quantities at FY '11 levels "to allow time to complete full hardware qualification" of the F-35 aircraft.

NASA Numbers. NASA's new heavy-lift rocket has \$1.8 billion worth of funding and the crew capsule has \$1.2 billion in the FY '12 commerce, justice, science appropriations bill the SAC approved Sept. 15. Those figures differ slightly from funding in the House Appropriations Committee's bill, which includes just under \$2 billion for the rocket and \$1.1 billion for the capsule. NASA unveiled its design plans for the new rocket Sept. 14, calling for one with a liquid hydrogen and liquid oxygen fuel system, with RS-25D/E engines providing the core propulsion and the J2X engine used in the upper stage.

Engine Exhale. David Hess, president of Pratt & Whitney, tells Defense Daily he is hopeful the debate over reviving the General Electric-Rolls-Royce F-35 second engine is dead, considering House and Senate appropriators don't want to resurrect funding in FY'12. But he says his firm--which makes the primary F-35 engine, which has had cost overruns--expects the second-engine team to keep pushing. "We're never going to exhale," Hess says Sept. 14. "We're doing to continue to cut the cost of the (primary) engine, we're going to continue to improve the performance and make sure that our quality and delivery is pristine and we're going to perform so that there's never a reason or an interest in the second engine." He says he is not concerned that Pentagon acquisition chief Ashton Cater said on Sept. 13 that Pentagon officials will meet with the second-engine team about its proposal to self-fund its engine.

Reprogrammed. The Pentagon wants to shift around \$2.2 billion within its coffers, according to a \$2.2 billion reprogramming request Comptroller Robert Hale signed Sept. 6. The proposal seeks to reallocate funding for an array of programs, including \$492 million for 177 Stryker vehicles, \$72 million for four UH-60 Black Hawk helicopters, \$146 million for 15 Kiowa Warrior upgrade kits, and \$108 million for 907 Hellfire missiles. The omnibus reprogramming request, the second such proposal lawmakers received, was sent to the four congressional defense panels two weeks ago. It seeks to reprogram funds for FY '11, which ends Sept. 30. Much of the funding would be taken from operations and maintenance accounts.

Top Gates Aide To Lockheed Martin. Robert Rangel, a top adviser to former Defense Secretary Robert Gates, has taken a job at Lockheed Martin, the company says. Rangel has joined the company's Washington operations as vice president, programs and policy, reporting directly to Lockheed Martin CEO Robert Stevens. He will assist in coordinating "overall corporate strategy for major programs and policies," the company says in an internal

statement. In addition, Lockheed Martin has hired Michael Oates as vice president for Army systems and special operations forces, also working in the Washington office and reporting to Stevens. Ryan McCarthy, another former top aide to Gates, is coming aboard as vice president, global security policy, working directly for Stevens from the Washington office.

Behavior Detection. A nearly six-week old pilot program at Boston Logan International Airport employing an advanced version of behavior detection techniques is going well, a Transportation Security Administration official tells a House panel on Friday. Rather than just sit back and observe travelers moving through an airport, the enhanced behavior detection program involves TSA Behavior Detection Officers asking people questions and then observing their reactions, behaviors and any inconsistencies in their story, George Naccara, federal security director at Logan, tells the House Homeland Security Subcommittee on Oversight, Investigations and Management, during a field hearing at the airport. The proof-of-concept program has been "very well embraced" by the Massachusetts Port (MassPort) officials, State Police and the air carriers and after speaking to tens of thousands of passengers, "generally the reaction has been extremely positive," he says. As the pilot effort progresses TSA will be "refining our process so we then will treat people differently," he says.

...Information Sharing Model. Rep. Bill Keating (D-Mass.), ranking member on the subcommittee, says that in the wake of the 9/11 attacks security and law enforcement officials at the airport began daily security briefings involving all the relevant stakeholders, making it the only airport in the country that does this. The 8:30 a.m. briefing, which is done every day of the week, brings together federal, state and local agencies, including TSA, the airlines and MassPort staff. "This type of intelligence sharing should be routine" but as a recent report card by the former 9/11 Commissioners points out, "it's one of the areas where our homeland security continues to lack efforts," Keating says. TSA's Naccara says the daily briefing allows federal, state and local security officials to better deploy random security measures throughout the airport, to quickly and efficiently work together after an incident, and to better deploy security technology such as camera systems.

Stern On USS Gerald R. Ford . Huntington Ingalls Industries says last week that it had completed the stern on the USS Gerald R. Ford (CVN-78) aircraft carrier with the placing of an 825-ton superlift. Superlifts are pre-outfitted and are built as components of modular construction, a process where smaller sections of the ship are welded together to form large structural units. The final superlift of the ship's aft end includes the steering gear rooms, electrical power distribution room, store rooms and tanks. The Gerald R. Ford is being built at HII's Newport News Shipbuilding facility in Virginia.

Interest Groups See Easy Cuts For Pentagon. Two advocacy organizations have teamed up to find some cuts the Pentagon could start with under the austerity climate in Washington. The US Public Interest Research Group and National Taxpayers Association says the joint congressional committee looking for \$1.5 trillion in deficit reduction could slash \$430 billion in Pentagon spending by eliminating low-priority or unnecessary military programs. Among the recommendations is eliminating the F-35 Joint Strike Fighter and Medium Extended Air Defense (MEADS) system, and reducing purchases of the V-22 Osprey.

Reuse Saves Money. Naval Sea Systems Command (NAVSEA) says that it has saved \$15 million through a program designed to reuse NATO Seasparrow Missile systems and components from decommissioned ships. The program has been run by the Naval Surface Warfare Center Port Hueneme Division, which has been able to generate \$2 million in savings annually since 2004. "Instead of purchasing a new part and waiting two weeks for it to arrive, a ship can have a no-cost replacement part that provides the same functionality in about 48 hours," FleetSupport TeamLead Firozul Chowdhury says.

Cold War Days . For one day, people could see with their own eyes the once secret Cold War HEXAGON (KH-9) spy satellite. The National Reconnaissance Office and the Smithsonian's National Air and Space Museum Saturday hosted a one-day-only viewing of the newly declassified HEXAGON in the parking lot of the Steven F. Udvar-Hazy Center. This is the first time the public could see the 60 foot long, 10 foot diameter satellite, HEXAGONS were the largest spy satellites the U.S. ever put in space and its four cameras took photos of the Soviet Union and other targets around the world from 1971 through the early 1980s. The display is part of NRO's 50th anniversary celebrations. Director Bruce Carlson says some of the satellite's covering has been removed so the inner workings can be seen, and the four film capsules show different stages of activity.

...*"I Don't Know ."* What will happen to NRO with the current defense budget discussions, Carlson says. However, he does have three priorities: protect his people; protect baseline programs; and third, protect science and technology. If necessary, cuts would first come from operations, or maintenance. NROs work has become increasingly complex and diverse, with space becoming more and more "congested, contested and competitive," he said.

...*"A Big Role"* in Libya . Carlson says NRO is instrumental in supporting Libyan operations. That's because its sensors had unencumbered access, were flexible, and operations ran 24/7.

Not A Military Competition . The fact that China sells arms in Africa is not a problem as U.S. AFRICOM Commander Gen. Carter Ham sees it. "I don't see that as a military competition between us and China," he says at a Defense Writers Group breakfast last week. African nations are deciding where to find the best materiel and equipment that they need. And it isn't always a head to head battle, he says. For example, China sold some riverine craft to the Congo. "It's a capability they need but not one we possess," he says.

Another MRH-90 Review . This week, Australia begins a second diagnostic review of the MRH-90 Multi-Role Helicopter Program, Minister for Defence Materiel Jason Clare says. This follows a review conducted in April that recommended that Defence work with the contractor, Australian Aerospace, to implement a remediation plan to address project delays due to a series of key issues including engine failure, transmission oil cooler fan failures and the poor availability of spares. At that time, Clare says a second review would examine the effectiveness of the action taken and whether further action is necessary. To date, Defence has accepted 13 MRH-90 helicopters that are currently being used for testing and initial crew training.

Golden Years . The U.S. and Australia celebrated a 60 year old alliance last week, and the Secretaries of Defense and State met with their Australian counterparts in San Francisco where it all began. When the U.S. was attacked on 9/11, Australia invoked the alliance treaty to come to the defense of the United States, and has fought alongside U.S. forces in Iraq and Afghanistan, the largest non-NATO ally, Secretary of State Hillary Clinton says. "In Libya, Australia now provides 10 percent of the international humanitarian budget. So from cyberspace to food security, Australia makes vital contributions to global security, stability, and well-being. And we greatly appreciate their efforts."

...*Separate Cyberspace Statement* . Australian Prime Minister Kevin Rudd says cyberspace is a new area of attention. A joint statement was issued on cyberspace. In the event of a cyber attack, "that threatens the territorial integrity, political independence or security of either of our nations, Australia and the United States would consult together and determine appropriate options to address the threat," Rudd said, quoting the statement.

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Sources additionnelles :

Linked'In, First Street, Who's who