

munism, that because many of the restrictions cited above are statutory, few substantial changes can be made without the participation of Congress. For that reason, the executive and legislative branches share the responsibility for reducing the obstacles to public service for S&T leaders. Changes in preemployment and postemployment restrictions and requirements would need action by both.

Recommendation 2

Increase the breadth and depth of the pool of candidates by reducing the financial and vocational obstacles to government service.

The President-elect should make every reasonable effort to increase the "breadth and depth of the pool." This can begin with basic steps to improve recruitment, such as ensuring S&T expertise in the Office of Presidential Personnel. The President-elect can also make more effective use of recruiting by departments and agencies. Similarly, academe, industry, and disciplinary societies should actively encourage midcareer scientists and engineers to take leadership positions in the federal government.

Because the next transition is just around the corner and the nation needs to recruit from a broad and deep pool of qualified appointees, the executive and legislative branches should take action immediately

to reduce as many financial and vocational obstacles as possible.

Since both the executive and legislative branches share responsibility for reducing the obstacles to public service, the President and Congress should establish a bipartisan framework—that includes representatives of the executive branch, Congress, and the Office of Government Ethics—to identify actions that should be taken by the President and Congress to broaden and deepen the pool of qualified persons willing to consider presidential appointments.

Specifically, the bipartisan framework should clarify and standardize preemployment and postemployment restrictions, strive to reduce unreasonable financial and professional losses for those who serve, and suggest other ways to enlarge the pool of qualified candidates.

Some specific changes that could be evaluated are a *de minimis* rule (limiting required divestiture if only a small percentage of a company or a small portion of one's assets is involved), reduction in the restrictiveness of blind trusts, continuation of health-insurance and pension-plan coverage, and maintenance of equitable treatment of the unvested portion of options.

We are reluctant to recommend a framework, because of the time needed to form and implement such an activity. However, given the many reports issued on this topic in the last 10 years and the complicated legal nature of the issues, a bipartisan discussion among the parties involved seems to be the only answer where long-term solutions are needed.

Finding 3

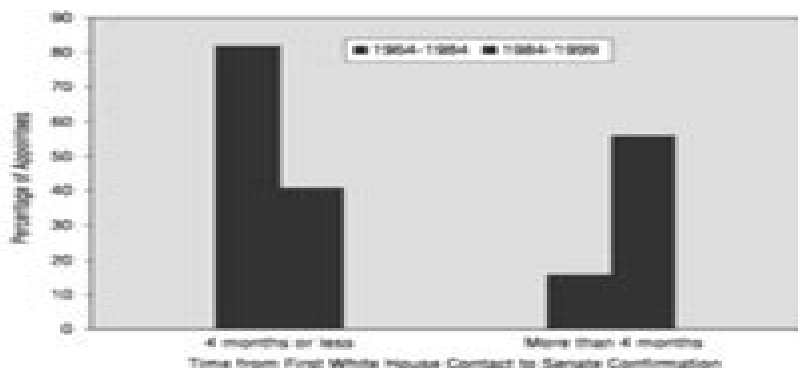
The appointment process is slow, duplicative, and unpredictable.

As shown in figure 2, the time to complete the appointment process has steadily increased in recent years. From 1964 to 1984, almost 90% of presidential appointments were completed within 4 months—from the time that appointees were informed by the White House that they were being considered for appointment to Senate confirmation. From 1984 to 1999, only 45% of appointments were completed within 4 months.¹

The President has control over only the prenomination portion of the process. This includes the timeliness of identification, recruitment, and checking the background of potential candidates as well as the timing and timeliness of the checks performed by the Federal Bureau of Investigation (FBI).

The current prenomination evaluation of a candidate is linear. The background check on a candidate is not begun until a number of other steps are completed. Because a check for a political appointment includes issues beyond those for a security clearance, the clearance process is repeated by the FBI for all persons who have not already had

Figure 2. Time for nominees to complete the presidential appointment process, 1964-1984 and 1984-1999.



Note: Time to complete the presidential appointment process is defined in the report below as the time between first White House contact indicating consideration for appointment and Senate confirmation.

Source: *The Merit and Reputation of an Administrator: Presidential Appointments and the Presidential Appointments Process*, page 6. The Brookings Institution and The Heritage Foundation, April 28, 2000.

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