



The White House Crisis Cabinet

Portfolio Matrix

Rex W. Tillerson



Secretary of State

Prior Government Experience: None

(Confirmed by Senate: 56-43 Senate Hearing)

He's an oil executive. Tillerson has been the CEO of Exxon Mobil for the last decade after working his way up the ranks since 1975. It's the only company he has ever worked for. He oversees a department that has centred on alliance building and globalism.

"He's much more than a business executive," President Trump said of Mr. Tillerson in an interview with Fox News. "He's a world-class player."

To make a fresh start with Russia, as Mr. Trump promised during the campaign, there may not be a better envoy than Mr. Tillerson who

has made a career at Exxon — and Exxon Mobil since the 1999 merger — by drilling more fossil fuels out of Russian soil and has



even been decorated for his friendship with the country. The Russian government gave him the country's Order of Friendship decoration in 2012, an award that could now well be an embarrassment. He has opposed sanctions on Russia, with veiled interests in drilling oil in parts of Russia. He is friends with Igor Sechin, the head of Rosneft, who previously worked as chief of staff for Putin when he was deputy mayor in St. Petersburg in the mid-1990s, according to Reuters.

Exxon operates in about 50 foreign countries, and Mr. Tillerson has relationships far and wide. Energy experts say he is particularly well versed in the affairs of Angola, Argentina, Canada, Mexico, Nigeria and Qatar.

Mr. Tillerson was sharply questioned on his views on Russia, where he has had close business ties. He expressed reservations on climate change and said that he did not view it as the imminent national security threat that some others did. Environmentalists oppose the

appointment of Tillerson as he might play down the effects of climate change, being heavily invested in the fossil fuel occupation.

Steven Mnuchin



Treasury Secretary

Prior Government Experience: None

Confirmed by Senate: 53-47 Senate Hearing

The former Goldman Sachs executive is responsible for government borrowing in financial markets. He is involved in assisting with any rewrite of the tax code and carrying out or lifting financial sanctions against foreign enemies.

Now, Mr. Mnuchin is on a path to become the first hedge fund manager to head the Treasury.

His tenure at OneWest spurred controversy because tens of

thousands of borrowers — many of them older people — were foreclosed on.

Democrats on the Senate Finance Committee pressed Mr. Mnuchin on his use of offshore tax havens, his initial failure to disclose almost \$100 million in assets and charges that a company he ran was overly aggressive in foreclosing on homes. The image of an 89 year old widow blaming the bank's foreclosure for her husband's death is vividly stuck in the public's mind.

He has been accused of having landed the job, along with Wilbur Ross, due to the money they were able to raise for Trump's campaign. He has also allegedly been responsible for earning Trump money post his appointment, through business stakes.

James N. Mattis



Defence Secretary

Previous Government Experience: 44 years in military, no civilian post

Confirmed by Senate: 98-1 Senate Hearing.

Mattis is a four-star Marine Corps general who led U.S. Central Command from 2010 to 2013. He commanded forces in both the Afghanistan and Iraq wars after the 9/11 terrorist attacks. Mattis also worked with General David Petraeus to produce the field manual on battling counterinsurgents in Iraq.

The retired general is expected to shape the fight against the Islamic State while overseeing a military that is struggling to put in place two Obama-era initiatives: integrating women into combat roles and allowing transgender people to serve openly.

General Mattis diverged from Mr. Trump on several issues during his hearing, striking a tougher stance on Russia and a more supportive one on NATO and saying that he supported the Iran nuclear agreement.

Jeff Sessions



Attorney General

Previous Government Experience: Served in the U.S. Senate since 1997 and held public office in Alabama beginning in 1981.

Confirmed by Senate: 52-47 Senate Hearing

Conservative all around, he is a staunch critic of illegal immigration. He might have had a lifetime appointment to the federal bench had the Senate not rejected his nomination in 1987 over allegations that he made racist comments and praised the KKK while criticizing the NAACP and the ACLU. Witnesses testified that Sessions jokingly praised the KKK with the exception of their affinity for marijuana and also blamed the ACLU and NAACP for “shoving civil rights down people’s throats”

The senator from Alabama supports strict immigration enforcement and measures tough on crime. He is responsible for carrying out Mr. Trump's “law and order” platform and could change how civil rights laws are enforced.

During the first day of his hearing, Mr. Sessions said that the law “absolutely” prohibits waterboarding, and he offered no hints about a workaround to reinstate it. On the second day, testimony from Representative John Lewis, a Georgia Democrat and civil rights leader, highlighted the racial undertones of Mr. Sessions’ nomination.

Sessions met with Russian Ambassador Sergei Kislyak twice during the 2016 presidential campaign, which is currently under investigation. As attorney general, he would have been part of the investigation team, but he recused himself on Thursday.

Wilbur Ross



Commerce Secretary

Prior Government Experience: None

Confirmed by Senate: 72-27 Senate Hearing

Ross is the chairman of a private equity firm that he founded and later sold. For 25 years, he led Rothschild Inc. The investor, whose fortune is estimated by Forbes at \$2.9 billion, has said the United States must free itself from the “bondage” of “bad trade agreements,” and has advocated threats to impose steep tariffs on China.

He will get the Mitt Romney treatment from Democrats, who are portraying him as an out-of-touch plutocrat who outsourced jobs and slashed benefits at the companies he restructured. Major controversies include the 2006 explosion at a mine run by one of his companies, which killed 12 workers. A report by journalist James S. Henry found financial ties between Ross, a billionaire investor, and three Russian oligarchs. The report states Ross invested heavily in

the Bank of Cyprus, and was named co-chair, along with another person who was appointed by Putin.

During his hearing, Mr. Ross said he would prioritize making sweeping changes to the North American Free Trade Agreement, one of Mr. Trump's campaign promises.

Tom Price



Health and Human Services Secretary

Prior Government Experience: Twelve years in Congress and another eight in the Georgia state Senate before that.

Confirmed by Senate: 52-47 Senate Hearing

Mr. Price, a Republican representative from Georgia and an orthopaedic surgeon, has led the opposition to the Affordable Care Act in Congress. In this role he would help Mr. Trump achieve one of his central campaign promises: the act's repeal and replacement.

A close ally of Vice President Pence and Speaker Ryan, he supports Ryan's longstanding desire to convert Medicare into a voucher program. Mr. Price said in his first hearing that repealing the

Affordable Care Act would not leave millions without health insurance, but he gave few details about the administration's plans to replace the law. During his second hearing, he faced heated questioning over his trading of medical and pharmaceutical stocks.

Rick Perry



Energy Secretary

Prior Government Experience: Three-and-a-half terms as governor of Texas, a short stint as lieutenant governor, and eight years as Texas agriculture commissioner.

Confirmed by Senate: 62-37 Senate Hearing »

The former Texas governor, who in 2011 proposed scrapping the Energy Department while he was seeking the Republican nomination for president, would be responsible for protecting and managing the nation's arsenal of nuclear weapons.

He even forgot the cabinet he proposed to scrap in his infamous speech. His experience in energy-rich Texas would, on the surface,

seem to make him a natural fit, but the Energy Department is actually more of a national security agency that's responsible for designing and protecting the nation's stockpile of nuclear weapons. The last two energy secretaries were award-winning scientists.

Perry is another example of a Republican who fought bitterly with Trump only to make amends. Early in the 2016 race, Perry was actually more confrontational with Trump than any other Republican. He gave an entire speech devoted to attacking him in July 2015, during which he said Trump was "a cancer on conservatism."

During his hearing, Mr. Perry said that he regretted suggesting that the Energy Department be abolished, and he reversed his previous comments denying human-caused climate change, saying, "I believe some of it is naturally occurring, but some of it is also caused by man-made activity."

Betsy DeVos



Education Secretary

Prior Government Experience: None

Confirmed by Senate: 51-50 Senate Hearing

The former chairwoman of the Michigan Republican Party and an activist for school choice would oversee a department that Mr. Trump has said he wants to drastically shrink by shifting responsibilities to state and local governments. She led the advocacy group, -American Federation for Children- that pushes for increased school choice for parents. *The New York Times* reported on her successful effort to kill legislation in Detroit that would have imposed tougher accountability standards on charter schools.

Trump has shown that he favours plucking people from the private sector who will come in and shake up a government agency, and DeVos fits that bill.

In her highly partisan hearing, Ms. DeVos was criticized by Democrats for wanting to “privatize” public education but praised by Republicans for her support of charter schools and vouchers.

John F. Kelly



Homeland Security Secretary

Prior Government Experience: Four decades in the military, including assignments as a liaison to Congress.

Confirmed by Senate: 88-11 Senate Hearing

If Mr. Trump makes good on his promises of widespread deportations and building a wall, the retired four-star Marine general will be responsible for carrying them out. Kelly is a veteran of more than 40 years in the Marine Corps, having served as commander of the U.S. Southern Command for the final three ending in January. The jurisdiction included South and Central America, as well as the military detention centre at Guantanamo Bay, Cuba.

During his remarkably subdued hearing, General Kelly appeared to put concerns to rest over Mr. Trump's more contentious stances, like forcing Muslims to register with the federal government.

Mike Pompeo



C.I.A. Director

Prior Government Experience: Six years in the U.S. House

Confirmed by Senate: 66-32 Senate Hearing.

Pompeo was elected to his fourth term in the House in November and served on the Intelligence Committee. He drew wider attention as a member of the House Benghazi Committee and for his aggressive questioning of former Secretary of State Hillary Clinton during her 11-hour testimony in 2015. The representative from Kansas and former Army officer would have to decide whether to undo a new C.I.A. “modernization” plan, and how to proceed if Mr. Trump orders a resumption of harsh interrogation tactics for terrorism suspects.

Mr. Pompeo said that as C.I.A. director, he would pursue information about Russian interference into the American election. He said

emphatically that he would not endorse torture, a reversal from past statements.

Nikki R. Haley



U.N. Ambassador

Prior Government Experience: Six years as South Carolina governor, and another six as a state legislator before that

Confirmed by Senate: 96-4 Senate Hearing

The governor of South Carolina would be the primary face of America to the world, representing the country's interests at the Security Council on a host of issues that include Middle East peace and nuclear proliferation. Trump's early selection of Haley as his nominee for U.N. ambassador was a bit of a surprise. She has no formal foreign-policy experience, but her background as the conservative daughter of Indian immigrants undoubtedly appealed to Trump.

Ms. Haley's nomination has faced little opposition from lawmakers. During her hearing, she criticized the United Nations' relationship with Israel and said that Russia was guilty of war crimes in Syria.

Scott Pruitt



E.P.A. Administrator

Prior Government Experience: Six years as Oklahoma attorney general, and eight years in the Oklahoma state senate

Confirmed by Senate: 52-46 Senate Hearing

The Oklahoma attorney general is a close ally of the fossil fuel industry and has taken on the E.P.A. directly in his current job. He would oversee an agency that the president has vowed to dismantle “in almost every form.”

He has led the conservative legal fight against the Obama administration's agenda to combat climate change. Along with other Republican attorneys general, he sued to stop the administration's climate rules—a case that is still pending in federal court. Like Trump, he has voiced doubts about the science behind climate change and its connection to manmade activities.

During his hearing, Mr. Pruitt said he disagreed with Mr. Trump's statement that climate change was a "hoax." He criticized federal environmental regulations, emphasizing a states-based approach.

Mick Mulvaney



Director of the Office of Management and Budget

Prior Government Experience: Six years in the U.S. House and four years as a state legislator in South Carolina

Confirmed by Senate: 51-49 Senate Hearing.

Mulvaney is a hard-line conservative in the House and a founding member of the Freedom Caucus. He was a frequent critic of former Speaker John Boehner and voted for budget and debt proposals that called for steep spending cuts across discretionary and entitlement spending programs.

The conservative representative from South Carolina would help provide guidance with several of Mr. Trump's priorities, including a repeal of the Affordable Care Act, a tax overhaul and large investments in infrastructure.

During his hearing, Mr. Mulvaney promised to tackle wasteful government spending and the nation's debt. His toughest questioning came from Senator John McCain, Republican of Arizona, who asked Mr. Mulvaney about his record of voting for cuts to military spending.

Dan Coats



Director of National Intelligence

Prior Government Experience: Senator of Indiana .Ambassador to Germany and a member of the U.S. House of Representatives. Also a member of the United States Senate Select Committee on Intelligence.

Confirmed by Senate: 85-12 Senate Hearing

Mr. Coats served on the Senate intelligence and armed services committees while representing Indiana. Some in Mr. Trump's orbit believe that the job, overseeing the entire military and civilian intelligence apparatus, is superfluous.

During his confirmation hearing, Mr. Coats promised to continue examining Russia's meddling in the election and to cooperate with investigations by Congress.

Reince Priebus



White House Chief of Staff

Prior Government Experience: Served as the Republican National Committee chairman, RNC general counsel, and chairman of the Republican Party of Wisconsin

Appointed.

The departing chairman of the Republican National Committee is known as a dealmaker and is close with the House speaker, Paul D. Ryan. His role will be key in a White House run by Mr. Trump, who has no experience in making policy. In a city bracing for convulsive change, Mr. Priebus has emerged as an unlikely symbol of stability, someone who they hope will domesticate the new president and transform his storm-the-gates campaign into a normal, functional

White House that can “make America sane again,” in a phrase making the rounds this week among congressional Republicans

As guardian of his party’s brand, Mr. Priebus called to deliver a stern 40-minute lecture after Mr. Trump railed against Mexican “rapists” at his kickoff rally in early 2015 and objected when Mr. Trump refused to honour a pledge to back the eventual Republican nominee a few months later.

Mr. Trump later fired back, saying that Mr. Priebus “knows better than to lecture me,” adding, “We’re not dealing with a five-star Army general.”

Stephen K. Bannon



Chief Strategist

Appointed

Mr. Bannon is a right-wing media executive who has been criticized as representing racist views as the former head of Breitbart News. Mr. Trump said that he would be “working as equal partners” with Mr. Priebus, the incoming chief of staff.

Bannon has allegedly fallen out of favour with Trump. After being removed from the National Security Council amid rumours of his resignation, Trump gave a controversial interview in the New York Post in which he said, “Bannon is a good guy who was not involved in my campaign until very late. I’m my own strategist.” Trump has also rumoured to have been jealous of the attention Bannon received from prime media.

Jared Kushner



Senior adviser to the president

Appointed

A major developer in New York, Mr. Kushner is married to Mr. Trump’s daughter Ivanka and has been a close adviser to the president. Mr. Kushner's appointment to the senior White House role could test anti-nepotism laws. In December, Sergey Gorkov, the chairman of the Russian state bank Vnesheconombank, or VEB, visited New York for a conversation with Jared Kushner. He had been appointed as VEB chairman by Russian President Vladimir Putin in February. In March, a VEB banker in New York pleaded guilty to spying for Russia. Kushner had left it, along with dozens of other meetings with foreign governments, off his White House disclosure

forms—but it's under new scrutiny now that the *Washington Post* has reported the extent to which Kushner tried to hide his dealings with the Russian officials from the Obama administration. Those meetings are now under investigation by the FBI. In March, the *Times* reported that Senate investigators would ask if Kushner had used his contacts with the Russians to discuss ways to "secure additional financing for the building." Last week, Reuters reported that the FBI is investigating whether Russian officials might have suggested to Kushner that favourable financing arrangements might be available to Trump confidants in exchange for the relaxation of sanctions. He met with Russian ambassador Kislyak in December at Trump Tower. There was even a revelation that Kushner sought to use Russian diplomatic facilities in the U.S. to communicate privately with the Kremlin before Trump's inauguration in pursuit of a loan under transitional diplomacy.

In the midst of all the allegations and investments, he, along with Ivanka, are slowly taking over Bannon's role. Above all, he trusts their advice and considers it a priority.

Kellyanne Conway



Counsellor

Appointed

Mr. Trump's campaign manager, confidante and spokeswoman, Ms. Conway also has a background in polling and may rely on these skills to keep tabs on public sentiment as she helps set the president's agenda. She has come under flak for conjuring fictional tragedies in her defence of the President and her constant hypocrisy.

Sean Spicer



Press Secretary and Special Assistant to the President

Appointed

Mr. Spicer was the long-time spokesman for the Republican National Committee and top aide to Mr. Priebus. Mr. Spicer will be the face of the White House, framing messaging, responding to stories of the day and briefing the press. He has also come under criticism for his hypocrisy and the unreliability of his statements.

H.R. McMaster



National Security Adviser Prior Government Experience:

Appointed

General McMaster is seen as one of the Army's leading intellectuals. As a commander, he was credited with demonstrating how a different counterterrorism strategy could defeat insurgents in Iraq. He was brought in to replace Michael T. Flynn, who was forced out after withholding information from Vice President Mike Pence about a call with Russia's ambassador. His task now will be to take over a rattled and demoralized National Security Council apparatus that bristled at Mr. Flynn's leadership and remains uncertain about its place in the White House given the foreign policy interests of Stephen K. Bannon.

Ryan Zinke



Interior Secretary

Prior Government experience: Two decades in the military and two years in Congress.

Confirmed by Senate: 68-31 Senate Hearing »

Zinke served for more than 20 years in the Navy SEALs before entering politics, earning numerous medals. In Congress, he has opposed the sale of federal lands but supported mining and drilling on them.

The representative from Montana and onetime Navy SEAL commander would decide the fate of Obama-era rules that stop public land development; curb the exploration of oil, coal and gas; and promote wind and solar power on public lands.

Environmentalists immediately denounced the Zinke nomination, citing his support for mining and drilling and his scepticism about climate change. And a recent report in *The Intercept* alleged that he committed “travel fraud” while serving in the Navy special-forces unit SEAL Team 6.

When asked about climate change during his hearing, Mr. Zinke broke with Mr. Trump, saying that he did not believe it was a hoax.

Sonny Perdue



Agriculture Secretary

Prior Government experience: Two terms as Georgia governor and a decade in the state legislature

Confirmed by Senate: 87-11

An immigration hawk, he grew up on a farm and earned a doctorate in veterinary medicine. The former governor of Georgia would run a department that oversees America's farming industry, inspects food quality and provides income-based food assistance. He would also have partial responsibility to carry out Mr. Trump's positions on trade.

R. Alexander Acosta



Labour Secretary

Prior Government experience: Extensive. Acosta served in the federal government for nearly the entire George W. Bush administration in a variety of roles.

Confirmed by Senate: 60-38 Senate Hearing »

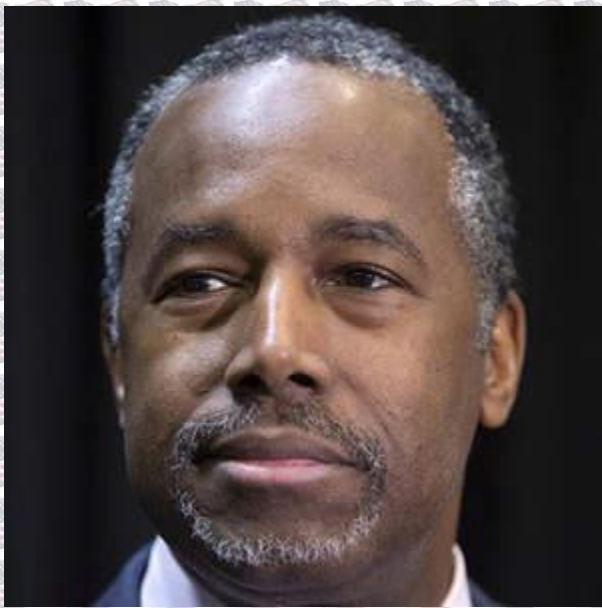
Acosta is a veteran of the George W. Bush administration, having served as head of the Justice Department's civil-rights division and later as a U.S. attorney in Florida.

Mr. Trump chose Mr. Acosta, a Florida law school dean and former assistant attorney general for civil rights, as his second labour secretary nominee, the day after Mr. Puzder withdrew from consideration. Mr. Acosta is the only Hispanic in Mr. Trump's cabinet.

Controversy arose in Acosta's time in George W. Bush's Justice Department, which overlapped with the scandal over the politicization of the hiring of U.S. attorneys. As David Graham wrote, Acosta's deputy was Bradley Schlozman, who was faulted by an inspector general's report for inappropriately considering politics and ideology when screening federal prosecutors.

During his confirmation hearing, Mr. Acosta vowed not to allow partisanship to shape the department. A 2008 report found that a Justice Department division run by Mr. Acosta had violated federal law by taking political affiliations into account in hiring employees.

Ben Carson



Secretary of Housing and Urban Development

Prior Government experience: None.

Confirmed by Senate: 58-41 Senate Hearing »

The conservative former Trump rival for the Republican presidential nomination has no formal experience in housing policy. He has written and spoken extensively about his upbringing, saying that his hard work and passion for reading, along with the firm encouragement of his single mother, helped him to escape the poverty of the inner city.

The former neurosurgeon would oversee fair-housing laws, the development of affordable housing and access to mortgage

insurance. He has stressed individual effort, not government programs, as the key to overcoming poverty.

During his hearing, Mr. Carson faced pointed questions about past remarks on the dangers of federal assistance. "Safety net programs are important," he said. "I would never advocate abolishing them without having an alternative for people to follow."

Elaine L. Chao



Transportation Secretary

Prior Government experience: Extensive

Confirmed by Senate: 93-6 Senate Hearing »

Ms. Chao, who was labour secretary under President George W. Bush, would oversee Mr. Trump's campaign pledge to increase funding to rebuild America's transportation infrastructure. As labor secretary for the full two terms of the George W. Bush administration, Chao brings more civilian experience in the federal government than anyone else in Trump's Cabinet.

Chao is married to Mitch McConnell, the Senate majority leader and a man who will hold wide sway over whether Trump's agenda makes it into law. In particular, she'll be a key player in Trump's push for an expensive infrastructure package that McConnell and his conservative allies are cool to

Ms. Chao's nomination has faced little opposition from lawmakers. She spent most of her hearing promising to further study the issues she will oversee.

David J. Shulkin



Secretary of Veterans Affairs

Prior Government experience: A year-and-a-half as a senior official at the Department of Veterans Affairs

Unanimously confirmed by the Senate

Mr. Trump has chosen Mr. Shulkin, the under secretary for health at the agency. Mr. Trump has argued that the Obama administration neglected the country's veterans, and he has called improving their

care a top priority. (The only Trump pick that served in the Obama administration)

Mr. Shulkin, an uncontroversial pick, promised during his confirmation hearing that he would not privatize veterans' health care.

Linda McMahon



Small Business Administration

Prior Government Experience: None

Confirmed by Senate: 81-19 Senate Hearing »

The former chief executive of World Wrestling Entertainment oversees an agency that guarantees loans for small businesses, helps them get government contracts and supports their interests on Capitol Hill.

Ms. McMahon, who was introduced and endorsed by two Democratic senators, faced a smooth hearing. She emphasized her

entrepreneurial background and said she would fight against restrictive government regulations on businesses.

Robert Lighthizer



U.S. Trade Representative

Prior Government Experience: Deputy trade representative under Reagan administration.

Confirmed by Senate: 82-14

The international lawyer served as a trade official under President Reagan. His role would include opposing new trade deals, trying to rewrite old ones and bolstering enforcement of trade agreements that Mr. Trump sees as unfair.

Kevin Hassett

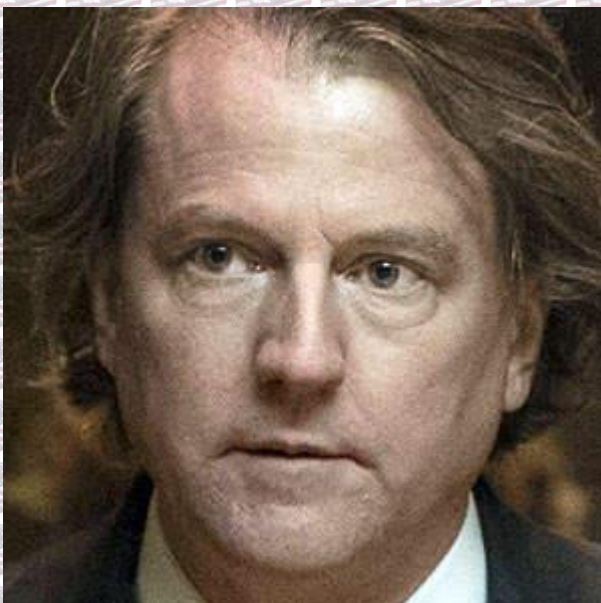


Chairman of the Council of Economic Advisers

Prior Government Experience: Adviser to Republican Candidates

The pro-immigration economist currently works at American Enterprise Institute and previously advised Senator John McCain and Mitt Romney. The head of the council advises the president on economic policy.

Donald F. McGahn II



White House Counsel

Prior Government Experience: Chief Counsel for the National Republican Congressional Committee, nominated to Federal Election Commission.

Appointed

The Washington lawyer may have an unusually daunting job as the president's adviser on legal matters, given Mr. Trump's far-reaching business empire and potential conflicts of interest.

NOTE TO DELEGATES: Since this is a real-time committee, this list might change as the conference approaches due to appointments or firings. You will be duly updated.