



~~FOR OFFICIAL USE ONLY~~
DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 29 2005

020 050

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Appointment of the Special Advisor for Iraq and Afghanistan Transition

I hereby appoint Lieutenant General Claude M. "Mick" Kicklighter, U.S. Army (Ret.), as the Special Advisor for Iraq and Afghanistan Transition. LTG Kicklighter will report directly to the Secretary of Defense. He will chair the interagency Iraq/Afghanistan Transition Working Group and will coordinate transition matters with the Iraq Interagency Steering Group and the Afghanistan Interagency Operations Group. The Working Group will be responsible for providing analyses, recommendations, and plans to the Secretaries of Defense and State for coordinating efforts to address medium- and long-range transition challenges facing the United States in Iraq and Afghanistan.

0951105

Your full cooperation with and support of LTG Kicklighter and the interagency Iraq/Afghanistan Transition Working Group are essential to ensuring that we meet U.S. objectives in Iraq and Afghanistan. LTG Kicklighter is assigned to the Defense Reconstruction Support Office and will receive logistical and administrative support from Washington Headquarters Services.

By agreement between the Secretary of State and Secretary of Defense, LTG Kicklighter will also communicate directly with the Secretary of State on matters within his area of responsibility.

[Signature]
ACTING

16 AUG 05

cc: Secretary of State
Assistant to the President for
National Security Affairs

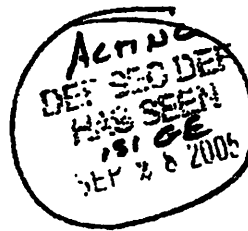


OSD 77169-05

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DECLASSIFIED BY	USDP
DATE	04/10/2018
FOIA CASE #	06-F-2593

~~SECRET~~



205 07 00 17 5: 24

MEMORANDUM FOR ROBERT RANGEL

SUBJECT: Kicklighter Project

- Jim Nicholson called me today regarding Kicklighter. I told Jim that we were at the point in DoD that we plan to move Kicklighter from Veterans Affairs (VA) to DoD.
- Jim was surprised. He thought this initiative had died since he hadn't heard anything about it since April when SECDEF mentioned it to him after the Medal of Honor ceremony.
- Jim said that was a bad day when SECDEF brought the subject up since he had learned earlier in the day he was losing his lawyer to the BRAC Commission and several other people were leaving.
- While a very pleasant and friendly conversation, Jim said that Kicklighter is still very important to VA. They have a lot of rebuilding to do within VA, and Kicklighter is key to their efforts. He knows that we have some major issues in DoD, but he also has major issues within VA.
- Earlier today, he had a conversation with Kicklighter to understand the current situation and Kicklighter hadn't heard from DoD for a long time and therefore was not knowledgeable about the current situation.
- Bottom line: Jim Nicholson doesn't want to lose Kicklighter. I said I would have another discussion with SECDEF and then get back with him.

~~UPON REMOVAL OF ATTACHMENT(S)~~
~~DOCUMENT BECOMES UNCLASSIFIED~~

OSD 77169-05

~~SECRET~~

~~SECRET~~

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~~(Secret with Attachments)~~

ESD/OLD

AUG 06 2005

USD (P) ~~CA/REMOVED~~

15-05/010328

ACTION MEMO

FOR: SECRETARY OF DEFENSE

FROM: Peter W. Rodman, Assistant Secretary of Defense, ISA *PR* 04 AUG 2005

SUBJECT: Appointment of LTG R. Claude "Mick" Kicklighter (Ret) as Special Advisor for Iraq and Afghanistan Transition

- We are asking you to approve LTG Kicklighter as Special Advisor for Iraq and Afghanistan Transition.
- Secretary Rice has approved a draft DoD-State Department terms of reference (TOR) establishing the USG Iraq-Afghanistan Transition Working Group to be chaired by LTG Kicklighter (TAB A).
- Per the TOR, LTG Kicklighter will be supported by a personal staff of two. His working group will include representatives from relevant agencies.
- As chairman of the working group, LTG Kicklighter will be responsible for providing analyses, recommendations, and plans for coordinating some medium- and long-range transition challenges facing the US in Iraq and Afghanistan.
- As chairman, LTG Kicklighter will report directly to the Secretaries of Defense and State (TAB B), but will be an employee of DoD, assigned to the Defense Reconstruction and Support Office as the Special Advisor for Iraq and Afghanistan Transition.
- This assignment will be for the duration of 6 to 12 months. When this assignment is completed, OSD's Director of Administration and Management will assist LTG Kicklighter in finding another position if it is his desire to remain within DoD.
- **Recommendation:** Approve appointment of LTG Kicklighter as Special Advisor for Iraq and Afghanistan Transition and sign implementing memo at TAB C.

SECDEF DECISION: Approve _____ Disapprove _____ Other _____

COORDINATION: TAB D

Acting PD NESA Has Seen

PDASD ISA _____

~~UNCLASSIFIED UPON~~
~~REMOVAL OF ATTACHMENTS~~

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~~SECRET~~

OSD 77169-05

08-05-05 P02:55 IN

A

~~FOUO~~

DRAFT WORKING PAPERS
Ver 26 July 05

Terms of Reference

Mission of the Iraq/Afghanistan Transition Working Group
Chairman: Lt. Gen. Claude M. "Mick" Kicklighter, U.S. Army (Ret.)

A Working Group will be established, chaired by Lt. General R. Claude "Mick" Kicklighter, to analyze the medium- and long-range challenges of a transition in USG activities in Iraq and Afghanistan. The Working Group will provide analyses, recommendations and plans for coordinating efforts to address medium- and long-range transition challenges facing the United States in Iraq and Afghanistan to the Secretaries of State and Defense, in coordination with the Iraq Interagency Steering Group and the Afghanistan Interagency Operations Group. Specifically, the Working Group, in close consultation with the relevant offices of Mission Baghdad and Kabul and departments and agencies in Washington, will provide analyses, recommendations, and plans on:

The Security Relationship Between Iraq/Afghanistan and the United States.

- o High-priority components of the medium- and long-range military assistance relationship between Iraq and the United States and Afghanistan and the United States.
- o The Multi-National Security Transition Command-Iraq transition to Office of Military Cooperation-Iraq, while placing a premium on ensuring continuity of effort in high-priority areas.
- o USG security structures such as the future Defense Attaché Office and security assistance organizations in Iraq.
- o Identifying and facilitating the support necessary to promote the effective transfer of detainee responsibilities to the Iraqi and Afghan governments while ensuring continued detention where appropriate.

Other USG Assistance to Iraq/Afghanistan.

The Working Group will review resource implications for the Departments of State and Defense for these transition plans and develop recommendations.

COMPOSITION

In addition to Lt. Gen. Kicklighter and a small DoD staff that will support him, the Working Group will include one representative from the following organizations: 1. NSC staff; 2. OSD; 3. Joint Staff; 4. US Central Command; 5. OMB; and 6. State Department representatives as

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~~FOUO~~

~~FOUO~~

DRAFT WORKING PAPERS
Ver 26 July 05

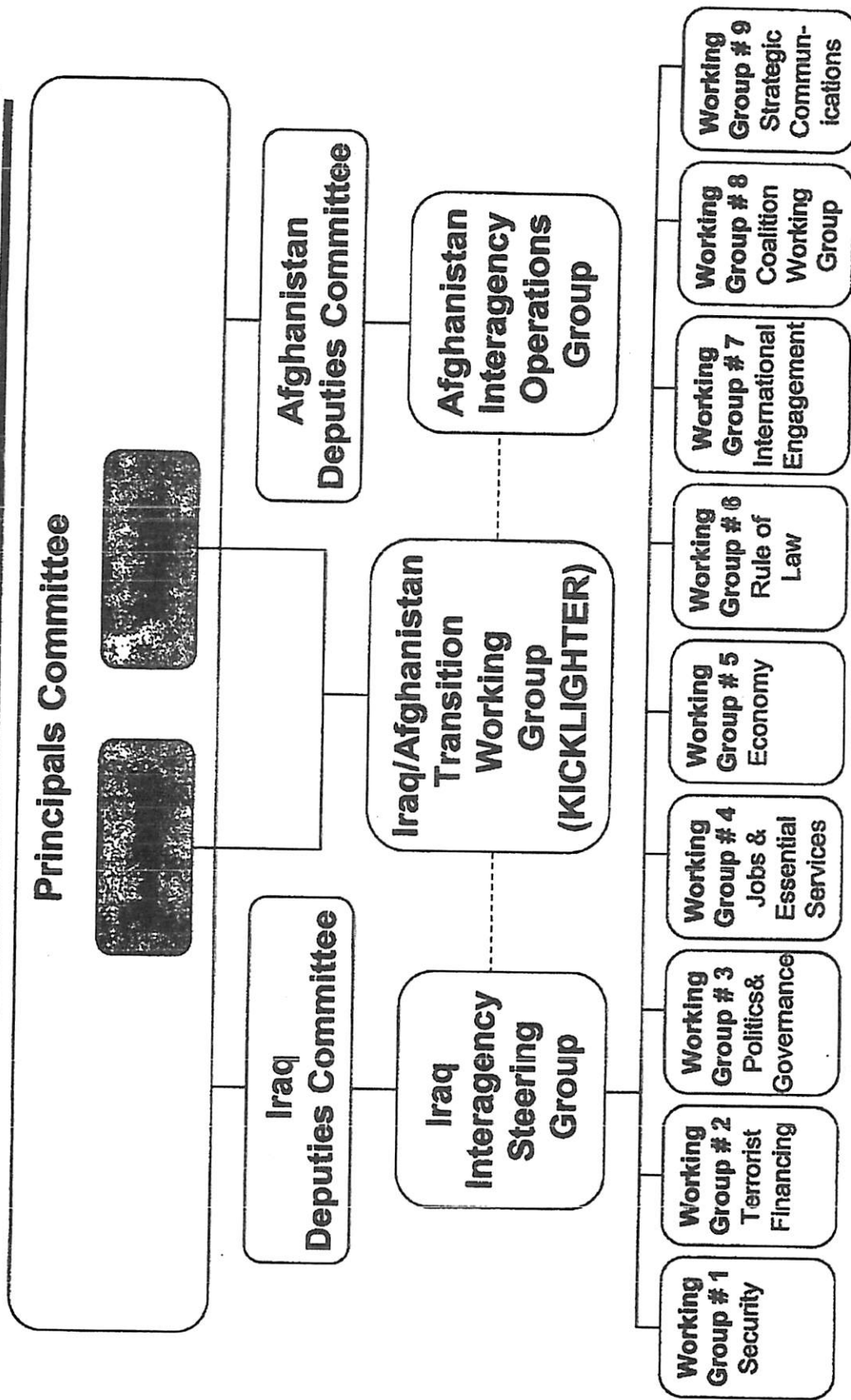
appropriate relevant bureaus. Members of the Working Group generally will work from their employing agency offices, but will meet as needed to support the Working Group's efforts. In some instances, elements of the Working Group may travel to Iraq and Afghanistan for consultations with the Missions, Multi-National Force-Iraq, and/or Combined Forces Command-Afghanistan. Each Working Group Member's employing agency will fund such travel, as the agency deems appropriate. Priorities will be set through consultations with the Iraq Interagency Steering Group and the Afghanistan Interagency Operations Group. Tasking requests to various agencies will be coordinated and relayed via the Interagency Steering Group and the Afghanistan Interagency Operations Group.

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~~FOUO~~

B

Where the Special Advisor and the Iraq/Afghanistan Transition Working Group Fit



C



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SUBJECT: Appointment of the Special Advisor for Iraq and Afghanistan Transition

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*Correction
needed*

Your full cooperation with and support of LTG Kicklighter and the Iraq/Afghanistan Transition Working Group are essential to ensuring that the objectives in Iraq and Afghanistan. LTG Kicklighter is assigned to the Defense Reconstruction Support Office and will receive logistical and administrative support from Washington Headquarters Services.

By agreement between the Secretary of State and me, LTG Kicklighter will also communicate directly with the Secretary of State on matters within his area of responsibility.

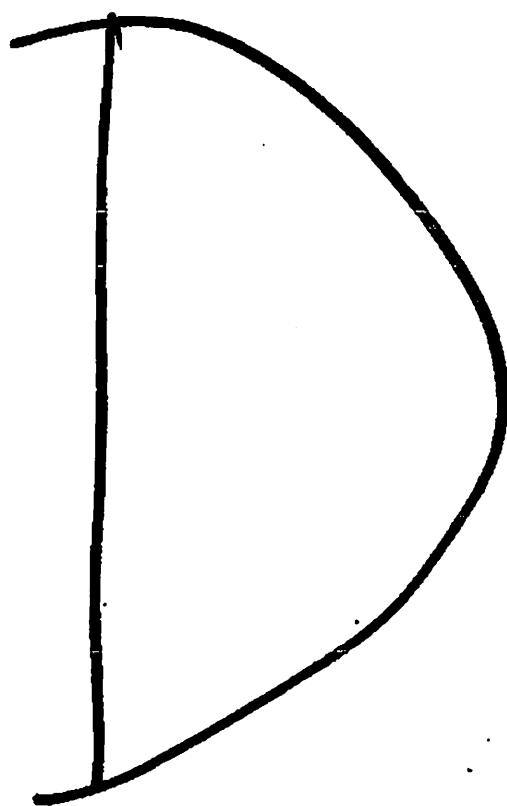
cc: Secretary of State
Assistant to the President for
National Security Affairs



*This "me" should
probably be changed
to:
"The Secretary of
Defense"*

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By agreement between the Secretary of State and me, LTG Kicklighter will also communicate directly with the Secretary of State on matters within his area of responsibility.



18 August 2005

NOTE FOR SECRETARY OF DEFENSE

FROM: Eric Edelman, Under Secretary of Defense for Policy 

SUBJECT: Thoughts on Gen. Kicklighter's Unique Experience and Skills

As you know, Gen. "Mick" Kicklighter is bringing to the Department unique skills and experience he developed as head of the State-Defense team that transitioned the Coalition Provisional Authority (CPA) in Baghdad. I would hope that, upon completion of his work for the Department related to the pending Iraq transition, we could find ways to further benefit from his talents.

Policy offices that might gain from his involvement include:

- Those dealing with post-conflict reconstruction and development (particularly those dealing with transitions from military to civilian roles).
- Stability operations.

We might even wish to consider him for a Department role in the Embassy in Baghdad (including a possible assignment as the DATT).

OSD 77169-05



(b)(6)

Department of Veterans Affairs

Washington, D.C.

Claude M. (Mick) Kicklighter

Claude M. "Mick" Kicklighter was designated Chief of Staff for the Department of Veterans Affairs (VA) by VA Secretary R. James Nicholson on Feb. 7, 2005.

Mr. Kicklighter previously served as VA Assistant Secretary for Policy and Planning. He was nominated by President George W. Bush on June 27, 2001, and confirmed by the Senate August 3, 2001. Prior to that, he served as VA Deputy Under Secretary for Memorial Affairs and Acting Assistant Secretary for Public and Intergovernmental Affairs.

After the terrorist attack on New York and Washington, D.C., on Sept. 11, 2001, Mr. Kicklighter was selected to direct VA's Crisis Response Team and to establish a new Office of Operations, Security and Preparedness. That office was ultimately added to the Office of Policy and Planning, and Mr. Kicklighter was named Assistant Secretary for the Office of Policy, Planning, and Preparedness.

In December 2003, the Secretary of Defense selected Mr. Kicklighter to establish and direct the Department of Defense's Iraq Transition Team. In March 2004, in partnership with the Department of State's Transition Team, Mr. Kicklighter co-established the Interagency Transition Planning Team, which disbanded the Coalition Provisional Authority and stood-up the new U.S. Mission Baghdad. On Oct. 25, 2004, Mr. Kicklighter moved to the U.S. Department of State to serve the Deputy Secretary and Under Secretary for Political Affairs as Special Advisor for Stabilization and Security Operations in Iraq and Afghanistan.

Mr. Kicklighter was born and raised in Glennville, Ga. He graduated from Mercer University with a bachelor's degree in biology and was commissioned a second lieutenant in the U.S. Army, Field Artillery. He earned a master's degree from the School of Business Administration, George Washington University, and is a graduate of the US Army Command and General Staff College and the Industrial College of the Armed Forces. His overseas military tours include France, Germany, Iran, the Netherlands, and two tours in Vietnam.

Mr. Kicklighter commanded at every level from company through division. He commanded the 25th Infantry Division, Schofield Barracks, Hawaii, from 1984 to 1986. He served in staff assignments from Battalion to Headquarters, Department of the Army, the Office of the Joint Chiefs of Staff, and the Office of the Secretary of Defense. From 1987 to 1989, Mr. Kicklighter served as the Director of the Army Staff at the Pentagon in Washington, D.C. From 1989 to 1991, he commanded the US Army Pacific, and upon completion of this assignment, he retired from active duty as an Army lieutenant general. In July 1991, he became director of the nation's effort to thank and honor World War II veterans during the 50th anniversary commemoration of World War II. He served as Deputy Under Secretary of the Army for International Affairs from September 1995 until July 1999.

Mr. Kicklighter's military honors include the Distinguished Service Medal with two Oak Leaf Clusters, the Legion of Merit with three Oak Leaf Clusters, and the Bronze Star. His civilian awards include the Presidential Citizen Medal, two Department of Defense Medals for Distinguished Public Service, and the Distinguished Civilian Service Award. As director of the Iraq Transition Team, Mr. Kicklighter was awarded The Department of Defense Medal for Distinguished Public Service in October 2004.

Mr. Kicklighter was a member of the Habitat for Humanity, International, Board of Directors for five years (three years as chairman). He left the board in November 2001. He is married to the former Elizabeth Exley. They have three adult children and five grandchildren.



Chief of Staff

March 2005

AUG 18 2005

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AUG 16 2005
USD (P) *[Signature]*

ACTION MEMO

I-05/010328
ES-3940

FOR: SECRETARY OF DEFENSE

FROM: Peter Rodman, Assistant Secretary of Defense, ISA *(MRB for (then seen) AUG 16 2005)*

SUBJECT: Appointment of Lieutenant General Claude M. "Mick" Kicklighter, U.S. Army (Ret.), as Special Advisor for Iraq and Afghanistan Transition

- We are asking you to appoint LTG Kicklighter as the Special Advisor for Iraq and Afghanistan Transition.
- LTG Kicklighter will chair the Iraq/Afghanistan Transition Working Group as set forth in the attached draft Terms of Reference (TAB A).
- LTG Kicklighter would be supported by a small staff.
- As Chair of the Working Group consisting of representatives of relevant agencies, he will be responsible for providing analyses, recommendations, and plans to the Secretaries of State and Defense for coordinating efforts to address medium- and long-range transition challenges facing the United States in Iraq and Afghanistan.
- LTG Kicklighter will be a DoD employee reporting directly to you (TAB B). He will be assigned to the Defense Reconstruction and Support Office, and will sit in Policy.
- LTG Kicklighter's employment will be for a temporary period of 6 to 12 months.
- State has reviewed and approved the Terms of Reference.
- Recommendation: Approve the appointment of LTG Kicklighter as Special Advisor for Iraq and Afghanistan Transition and sign the implementing memo at TAB C.

DEPUTY

SECDEF DECISION: Approve *[Signature]* Disapprove _____ Other _____

COORDINATION: TAB D *9-14*

Acting PD NESA *H.S. 12 Aug 05*

PDASD ISA *MRB 16 Aug.*

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OSD 77169-05

MA SD		SMA DSD	
TSA SD	<i>PL 8/12</i>	SA BSD	<i>16 Aug</i>
EXEC SEC	<i>11/8/22</i>	KSO	
ESR MA			

~~FOUO~~

**DRAFT WORKING PAPERS
Ver 11**

**SUBJECT: Terms of Reference for Assisting Iraq and Afghanistan
Transition to Sovereign Government**

The Iraqi/Afghan Transition Office (IATO) is established by the Secretaries of Defense and State (hereafter, "The Secretaries") to assist the US Embassy (Baghdad), Multi-National Force Iraq (MNF-I), the Iraqi Transitional Government (ITG) and the US Embassy (Kabul), Combined Forces Command-Afghanistan, and Government of Afghanistan in the planning and establishment of stable, permanent and democratic Iraq and Afghan Governments until those governments are capable of functioning with minimal US assistance.

The IATO will advise The Secretaries and the Chairman, Joint Chiefs of Staff (CJCS) concerning the optimum US Government (USG) role in both Iraq and Afghanistan after the establishment of the permanent Iraqi Government and Afghanistan Parliament. The IATO will conduct an assessment of the current situation, design proposed end-states, develop integrated, fully coordinated interagency plans for approval by deputies and principals on how to achieve the end-state, and monitor the execution until desired end-states are achieved. The IATO will provide continuous status reports to The Secretaries, the CJCS, and those individuals designated by the Secretaries.

The IATO will consult with US Embassy officials, MNF-I and CFC-A, and the ITG and Afghan government. Their assessments and plans will:

1. Provide recommendations on permanent Iraqi and Afghan government relationships with the USG:
 - a. Make recommendations on USG security structures such as the future Defense Attache Office and security assistance organizations.
 - b. Make Post UNSCR 1546 recommendations detailing the extension on MNF-I authorities once a permanent government takes office in Iraq.
 - c. Make recommendations on how to best "operationalize" the security portion of the Afghan Strategic Partnership Agreement.
 - d. Provide recommendations to those charged with the responsibility to negotiate a Status of Forces Agreement (SOFA) or equivalent with the Iraqi government (Iraq only) and for any other required agreements (ACSA, Article 98) not already in

DRAFT WORKING PAPERS

~~FOUO~~

Introduction

This position is located in the Defense Reconstruction Support Office and serves a senior advisor and civilian assistant to the Secretary of Defense. As a Senior Advisor, the incumbent serves as a confidential advisor on sensitive issues and other matters of direct and substantial interest and concern to the Secretary, and derives his authority by direction of the Secretary of Defense.

Major Duties

As an advisor, provides professional support and advice to the Secretary of Defense on key areas.

Serves as an advisor on transition to a democratic government and reconstruction activities in Iraq and Afghanistan. This includes contacts throughout OSD, the Joint Staff, Secretaries of the Military Departments, Directors of Defense Agencies and similar DoD components, as well as other Federal agencies and departments. Is responsible for establishing and maintaining close and effective liaison relationships with principal executives and officials of aforementioned groups.

Engages directly with the Secretary and Deputy, Under and Assistant Secretaries of Defense, the General Counsel, major officials of the Military Departments, Joint Staff and Defense Agencies to keep informed on the activities, programs, and newsworthy developments of these offices. In accordance with guidance from the Secretary of Defense, exercises broad, overall direction and coordinates policy and responsibilities.

Conducts numerous, complex and high priority assignments at the direction of the Secretary involving extensive research and fact finding to develop analyses, position and issue papers, and program improvements on a variety of high level subjects associated with establishment of a new, democratic government and reconstruction in Iraq and Afghanistan that are of critical importance to DoD. The incumbent determines requisite nature of background information and data, format of presentation, levels of coordination, etc. Assures that the Secretary is provided with pertinent material and data for decision making on highly sensitive and controversial issues. Recommendations arising from such studies and analyses are typically instrumental in the communication of DoD policies and perceptions thereof.

Responsible for assuring that executive decisions are understood and implemented according to the wishes of the Secretary. This entails a great amount of coordination to follow up on decisions and ensure completion of assignments in a thorough and timely manner. Serves as spokesperson for OSD in meetings and other for a to communicate decisions, viewpoints and requirements.

Knowledge Required by the Position

An extensive background in and understanding of the OSD/DoD organization and policies, national security affairs and a proven record of progressively responsible work experience at top executive and managerial levels of Government which demonstrates expertise in planning, organizing, and coordinating studies and special analytical program support required by a key executive.

Must be able to take decisive action and speak with authority on behalf of the Secretary in dealing with a variety of contacts, inside and outside the Department.

LTG Claude M. Kicklighter, USA (Ret.)

Current Position

Assistant Secretary for Policy, Planning and Preparedness, Department of Veterans Affairs
A Presidential-Appointed, Senate confirmed position.
Also serving concurrently as Chief of Staff to Secretary Nicholson.

Proposed Position

Special Advisor to the Secretary of Defense
Career SES
Pay level: \$149,000

Mission

Joint Defense-State Description [Pending]. Assist the Secretary of Defense, Secretary of State, Chairman, JCS and others in the planning and establishment of stable, permanent and democratic governments in Iraq and Afghanistan until those governments are capable of functioning with minimal US assistance.

For each country, conduct an assessment of the current situation, design proposed end-states, develop integrated, fully coordinated interagency plans for approval by NSC deputies and principals on how to achieve the end-state, and monitor the execution until desired end-states are achieved.

The mission will end when all transitions related to the election and seating of the Iraqi and Afghan governments are assessed by the USG to be satisfactorily completed, or when agreed upon by mutual consent of the Secretaries of State and Defense.

Initial DoD-Only Description. Advise the Secretary of Defense and Chairman, JCS in planning for the establishment of stable, permanent and democratic governments in Iraq and Afghanistan until those governments are capable of functioning with minimal US assistance.

At the direction of the Secretary and Chairman, and in coordination with USD (P), the Joint Staff, and USCENTCOM, conduct assessments and develop and propose strategies to achieve this end state for each country. Include within these strategies recommendations for USG Defense Attache Offices, security assistance organizations and programs, Status of Forces Agreements and other matters necessary to support ongoing security relationships with each country. Monitor the implementation of strategies approved by the Secretary and report the status of implementation to the Secretary and Chairman, JCS on a regular basis.

[When this job is deemed to have been completed, the position of Special Advisor would be discontinued and realigned within DoD to a related position within USD (Policy) or a policy support organization such as the Defense Reconstruction Support Office or the Defense Security Cooperation Agency.]

MD input to Policy

Position Description:

Assignment Options:

Special Assistant to the Under Secretary of Defense (Policy).

- Assigned within USD (P) and reporting to the Under Secretary, or
- Assigned within USD (P) but with direct reporting relationships to the Secretary or Deputy as desired.

Special Advisor for Iraq and Afghan Affairs or Special Advisor to the Secretary of Defense for Iraq and Afghan Affairs

- Assigned to the Defense Reconstruction and Support Office which is housed in Washington Headquarters Services, and reporting directly to the Secretary or Deputy as desired.
 - Administrative supervision only from WHS

DA&M will implement as directed and will assist in identifying an SES resource and manpower billet to support any of the above options.

Length of Assignment:

We expect this assignment to last for [xx months]. When completed, we would assist LTG Kicklighter in finding another career SES position within DoD if it is his desire to remain here.

Personal Status:

General Kicklighter is currently serving as the Chief of Staff at the Department of Veterans Affairs earning approximately \$162,100 per annum. He is eligible for reinstatement to the Senior Executive Service by virtue of previously holding a career SES position. If it were determined that he would join DoD, he could be transferred without competition and with full pay and benefits intact. (Action: DA&M)

Views of Secretary Nicholson:

1140
8/25

August 19, 2005

Robert Rangel

DEPUTY

MEMORANDUM FOR THE SECRETARY OF DEFENSE

RR
8/22

FROM: Robert Rangel *RR*

RE: Kicklighter project

- Attached is an action proposal from Policy seeking your approval for the appointment of General Mick Kicklighter as a Special Advisor for Iraq and Afghanistan Transition.
- This proposal has been worked extensively between DOD Policy, JCS and the State Department and has the personal approval of Secretary Rice.
- ~~SSCOPF~~ You have previously raised concern over two issues.
 1. Establishing a position in DOD for Kicklighter following this assignment.
 - We ran into a legal limitation on the ability to make firm commitments of employment beyond the immediate position.
 - Eric Edelman has appended a note to the package providing you with his thoughts on this matter.
 - I have discussed this situation with Mick Kicklighter and he said he fully understands and is comfortable with proceeding under these arrangements.

2. Taking Kicklighter from Secretary Nicholson

- I have discussed this concern several times with Mick Kicklighter and he believes that the situation has changed considerably.
- Kicklighter points out that when the issue was first raised, Secretary Nicholson was fairly new in his position and dependent on key staff to transition into the job. With more time currently under his belt, Kicklighter's assessment is that Sec. Nicholson now faces an eminently more manageable situation.
- He states that Secretary Nicholson regrets the exchange he had with you some time ago on this matter.
- Kicklighter also states that Secretary Nicholson has been operating on the assumption that he (Kicklighter) will be leaving and has been discussing a succession plan with him.
- Kicklighter recommends that you might want to call Nicholson as a matter of courtesy.
- Recommend you approve the proposed action to bring Kicklighter to the Department and begin this effort.

DECLASSIFIED BY	USD (P)
DATE	04/10/2018
FOIA CASE #	06-F-2593