

NOMINATION OF ANDREW MAYOCK

HEARING

BEFORE THE

COMMITTEE ON
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE
ONE HUNDRED FOURTEENTH CONGRESS

SECOND SESSION

NOMINATION OF ANDREW MAYOCK TO BE DEPUTY DIRECTOR FOR
MANAGEMENT, OFFICE OF MANAGEMENT AND BUDGET

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NOMINATION OF ANDREW MAYOCK

TUESDAY, JUNE 28, 2016

U.S. SENATE,
COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 4:07 p.m., in room SD-342, Dirksen Senate Office Building, Hon. James Lankford, presiding.

Present: Senators Lankford, Ayotte, Ernst, Carper, McCaskill, Tester, Heitkamp, Booker, and Peters.

OPENING STATEMENT OF SENATOR LANKFORD

Senator LANKFORD. Good afternoon. Today we will consider the nomination of Mr. Andrew Mayock for the position of Deputy Director for Management at the Office of Management and Budget (OMB).

OMB's role in evaluating agency policies and setting funding priorities is vital for good government. It is important to have qualified leaders at OMB to ensure that the Executive Branch agencies operate effectively.

Andrew Mayock is a native of Rockford, Illinois. He received his undergraduate degree from the University of Illinois, a Master's of Public Administration from the Harvard Kennedy School of Government, and a law degree from George Washington University (GWU). Mr. Mayock has a distinguished career as a public servant, including serving as Special Assistant to the Chief of Staff at the Department of the Treasury; as Deputy Vice President, Millennium Challenge Corporation; and for the past 3 years, he has held several senior positions at OMB.

Mr. Mayock has also served in the private sector as a senior associate for development and international diplomacy at Booz Allen Hamilton and as an international trade consultant at Harvard University's Center for Business and Government.

In addition to this impressive resume, Mr. Mayock possesses the necessary experience and legal and policy background to serve at OMB.

Committee staff reached out to a variety of Mr. Mayock's colleagues and affiliates who spoke highly of his judgment and abilities. Committee staff also had the opportunity to interview Mr. Mayock on an array of issues. He has thoughtfully and competently answered each question to our satisfaction.

To date, the Committee has found you to be qualified for the position you have been nominated to, and I look forward to speaking with you more today about your experience and accomplishments

and how you intend to apply them as the Deputy Director for Management.

We have also had the opportunity to be able to sit in my office and be able to visit for a while and be able to talk through key issues in preparation for this conversation today. I look forward to finishing up that conversation and other questions. I also look forward to you publicly introducing your family, which I hope you will take advantage of the time when I recognize you in a moment to be able to do that in the moments ahead.

I would recognize the Ranking Member, Senator Carper, if you would like to make an opening statement.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. I would. Thank you, Mr. Chairman.

It is great to see you, your wife, particularly to see your mom, your father-in-law, your kids, and other friends and extended family. I remember a number of years ago when someone brought in young children to, I think it was, their mom's confirmation hearing, and it was for a very demanding job. And I said sort of lightheartedly to the kids, "Well, say good-bye to your mom because you will not see her again until Christmas." [Laughter.]

At that point, I thought they were going to run out of the room and take their mom with them. It was not quite—

Senator LANKFORD. And later they found out you were correct. [Laughter.]

Senator CARPER. It was not quite that bad, but it was interesting. So you will get to see your dad as much as you want to. And you will get to see your wife every night for dinner—well, maybe not. [Laughter.]

But we are delighted you are all here. These jobs actually that we have and that you have, there is a lot of hard work, and I just want to say to your mom, thanks to you, and to your dad for raising you and imparting the kind of values that are clearly identifiable and recognizable today. To your wife, it is great to have you here and for your willingness to share your husband. And you have two really sweet kids, and it is great that they are here.

I would never, as I said to them earlier before you arrived, I would never have brought in a 1-year-old and maybe a 3-year-old to my confirmation hearing, and it is either an extraordinary demonstration of your calmness or maybe how well behaved your children are. I am not sure which it is.

But, in any event, all of that notwithstanding, OMB has a mission that is near and dear to our hearts on this Committee. We are really interested in performance, and we are interested in a government that functions well and cost-effectively.

As we all know, OMB plays a number of critical roles, including the formulating of our agency budgets and overseeing management issues that span literally the entire Federal Government. The office, and particularly the position that Mr. Mayock has been nominated to fill, plays an important role in helping agencies tackle serious challenges such as the upcoming Presidential transition, improper payments of over \$100 billion per year, real property management issues, information technology (IT) management, and improving performance across government, to name just a few.

I am pleased that the President has chosen to nominate you, Mr. Mayock. And in addition to many other important jobs in this administration, I understand that you recently served as the Associate Director for General Government Programs at OMB. This position has provided you with a background in Federal budgeting that gives you, I think, a different perspective than many of your predecessors. And I think it will serve you well as you lead, hopefully lead, the management side at OMB.

Simply put, Mr. Mayock has the opportunity to help unite the budget and management side of the office, and I believe that could be especially valuable. His nomination also comes at a time when the Administration is in its final 7 months. It is not like they are turning the lights out and leaving tomorrow, but 7 months to go. Some may think that means it is not critical to take action to confirm him. I disagree with that sentiment, and obviously so do the others on this Committee.

One of the greatest virtues of our Nation is the peaceful transition of power from one President to the next. I will never forget being in Central America at a Presidential summit hosted by the President of Costa Rica, Oscar Arias, who later won the Nobel Peace Prize. We had Presidents from all the Central American countries that were there. I think it was the President of Guatemala who said to me—this was probably the late 1980s. He said, “In your country you take for granted that every 4 years you will have an election. Somebody will win, somebody will lose. And whoever wins becomes the President of your country.” He said, “That has never happened in my country.”

So we take this for granted, and we should not, but there is a big challenge that lies ahead, and you are a big part of this with respect to this transition, and we appreciate your willingness to tackle that as well.

One of the significant pieces of legislation that we have enacted here this year was something called the “Edward ‘Ted’ Kaufman and Michael Leavitt Presidential Transitions Improvements Act” which became law earlier this year. That act incorporates many of the lessons learned from the Obama and Romney transition teams. And we look forward to learning more today about preparations for the upcoming transition and, more importantly, your role, if you are confirmed, with the Agency Transition Directors Council and the steps that are being taken at OMB to try to ensure a seamless transition of power.

Again, we thank you for being here. We look forward to talking with you today and hopefully to working with you in the months to come. Thank you so much.

Senator LANKFORD. It is the custom of the Committee to swear in all witnesses that appear before us. So if you do not mind, please stand and raise your right hand. Do you swear that the testimony you are about to give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. MAYOCK. I do.

Senator LANKFORD. Thank you. You may be seated. Let the record reflect the witness answered in the affirmative.

Mr. Mayock, once again I would encourage you to be able to introduce your family, but we would be very pleased to be able to re-

ceive your opening statement, and then we will followup with some questions here from the dais after that. Mr. Mayock.

TESTIMONY OF ANDREW MAYOCK,¹ NOMINEE TO BE DEPUTY DIRECTOR FOR MANAGEMENT, OFFICE OF MANAGEMENT AND BUDGET

Mr. MAYOCK. Thank you, Senator Lankford. Thank you, Ranking Member Carper and Members of the Committee, Senator Booker.

I am truly honored to be considered by this Committee as President Obama's nominee for Deputy Director for Management of the Office of Management and Budget.

I am grateful to have my family here with me this afternoon. I am deeply appreciative for their support and encouragement. And as for introductions, I have my wonderful 86-year-old mother right behind me, Anne; my lovely wife, Cindy; my father-in-law, Steel. On his lap are our young son, Tai, who is about to turn 1 year old; and Mariella on the end.

I am really delighted for them to be here, and thank you, Senator Carper, for your confidence in them. [Laughter.]

And your confidence in me.

I would initially like to recognize three of my seven siblings who are here today—Chris, Joe, and John—and their spouses and children have joined us.

Senator CARPER. Would they raise their hands, please? OK.

Mr. MAYOCK. There is the Mayock section. [Laughter.]

My parents instilled the value of public service in all of their children, and I am proud to represent my parents and my siblings today at this hearing.

I want to thank President Obama for nominating me to this position. It remains an extraordinary honor to continue to serve this administration since I started in 2009. I would also like to thank OMB Director Shaun Donovan for his confidence in me. And I also appreciate the continued trust and support of all my colleagues at the extraordinary institution that is OMB, where I have served for the last 3 years.

Furthermore, I appreciate the Members of this Committee and their staff for taking the time to meet with me prior to this hearing. If confirmed, I look forward to working closely together in the coming months and building on the important relationship that OMB has with this Committee.

The Deputy Director for Management position helps lead the President's Management Agenda, a comprehensive and forward-looking plan to modernize and improve government to ultimately deliver faster, better, and smarter services to citizens and businesses. The President's Management Agenda is built on four pillars: effectiveness, efficiency, economy, and people and culture. The administration is implementing these through a series of Cross-Agency Priority Goals, which were introduced by this administration to improve coordination across multiple agencies to drive performance and accountability.

If confirmed, I plan to build on the progress made by this administration. I believe that the actions under the four pillars and the

¹ The prepared statement of Mr. Mayock appears in the Appendix on page 26.

related Cross-Agency Priority Goals have led to measurable progress. For example, this administration has launched successful efforts to modernize and improve citizen-facing services, reduce the Federal real property footprint, improve how we buy as a government, and eliminate wasteful spending.

If confirmed, I would also seek to improve other initiatives in which the Deputy Director for Management is a front-line leader, including Federal cybersecurity, supporting digital services delivery to citizens, improving the infrastructure permitting processes, and enhancing the background investigations and security clearance process, to name a few.

Furthermore, the Deputy Director for Management plays an important role, as Senator Carper noted, on the administration's commitment to a smooth Presidential transition. This includes implementing the statutory requirements of the Ted Kaufman and Michael Leavitt Presidential Transitions Improvements Act of 2015, as noted. Under this act, the Deputy Director for Management facilitates agency planning efforts, including co-chairing the Agency Transition Director's Council comprised of 19 of the government's largest agencies. If confirmed, I would focus on supporting a seamless transition.

I believe my background in the public and private sectors helps prepare me for the role of Deputy Director for Management. This experience includes senior leadership roles, as noted—Associate Director of General Government Programs and Senior Adviser for Management—where I have worked with Cabinet agencies and others on a wide variety of budget, policy, and operational issues. My experience in senior leadership roles at the U.S. Department of the Treasury and the Millennium Challenge Corporation provide valuable agency operational experience and perspective regarding the governmentwide management challenges and opportunities that the Deputy Director for Management faces.

Additionally, in my private sector work at Booz Allen Hamilton, I gained experience in generating performance improvements through process streamlining, improving deployment of technology, and strengthening organizational effectiveness. This combined experience offers a strong foundation for delivering on the President's Management Agenda and the requirements of this office.

Mr. Chairman and Members of the Committee, I would be pleased to answer any questions you have.

Senator LANKFORD. Thank you, Mr. Mayock.

We have three quick mandatory questions, and then Senator Carper and I are going to defer our questions to the end because we each have 25 minutes of questions for you, and so we are going to go ahead and do that at the end. [Laughter.]

But there are three quick mandatory questions, and then I will recognize Senator Ayotte for her questions.

Is there anything that you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. MAYOCK. No.

Senator LANKFORD. Do you know of anything, personal or otherwise, that would in any way prevent you from fully and honorably

discharging the responsibilities of the office to which you have been nominated?

Mr. MAYOCK. No.

Senator LANKFORD. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted Committee of Congress if you are confirmed?

Mr. MAYOCK. Yes, I do.

Senator LANKFORD. Thank you. I would recognize Senator Ayotte for her questions.

OPENING STATEMENT OF SENATOR AYOTTE

Senator AYOTTE. Thank you, Chairman. I want to thank you, Mr. Mayock, for being here and for your willingness to serve in this position, and your family as well.

I wanted to ask, OMB has taken significant steps to better manage IT investments, and that has been an issue that this Committee has been very interested in. This is really important since the Federal Government is projected to spend more than \$80 billion this year on IT, and we passed out of this Committee and into law a bill called the “Federal Data Center Consolidation Act.” And that bill focuses on the agency’s requirements for data center consolidations and optimization plans to do that. And we believe—I think this is a very bipartisan bill—that there is a lot of cost savings we could achieve with that, and better performance measures.

So OMB has stated that it is working to close thousands of Federal data centers that could be consolidated, and I certainly applaud those efforts. But I also want to point out that the Government Accountability Office (GAO) has recently cautioned that OMB must remain dedicated to actively overseeing the Federal agencies’ data center consolidations and that there are more savings that can be realized. And some agencies, like the Department of Defense (DOD), are really aggressively going at this in terms of consolidation and others that have reported little or no progress, so there seems to be a gap in agency-wide.

So what actions will you take to realize the billions of dollars in savings in this area and to make sure that we appropriately consolidate data centers and also make sure that savings is important, but we also want to make sure that we are having this happen across agencies versus some agencies really going quickly, some really not embracing this concept?

Mr. MAYOCK. Thank you, Senator. I appreciate the opportunity to respond to that question and highlight the efforts that OMB is undertaking to date and am committed, if confirmed, to working with you and members of the Committee on staying on top of this issue and making further progress on this issue.

Broadly writ, I would say a few things regarding the data center consolidation. One is, as I referred to the President’s Management Agenda in my opening statement, this is our No. 1 priority in the President’s Management Agenda: delivering smarter IT. One of the tools that we received from Congress to help deliver on that promise, that agenda item, is the funding that we receive through the Information Technology Oversight and Reform (ITOR) piece of the budget, and that has allowed the office of the Federal Chief Information Officer (CIO) to bring on staff that oversees—who are deep-

ly knowledgeable in IT and who work with the budget staff in OMB to closely oversee agencies' budgets and agencies' IT operations. That, in addition to the tool that this Congress has provided OMB through the passing of the Federal Information Technology Acquisition Reform Act (FITARA) has created a powerful framework for OMB to make progress on that and to deliver on that.

To date, we have delivered \$3.8 billion in savings through that work. About half of that savings is through the data center consolidation. I think you quite accurately assessed that we have more work to do, that there are agencies throughout the Federal Government. I think that we are in a position now 2 or 3 years into ITOR funding and building the resources with OMB and working with the budget side of OMB to do a better job of overseeing those agency partners and working with those agency partners to deliver on those savings.

The last thing I would note, Senator, is the role that our partner and colleagues at the GAO play, as you noted. We work closely with them. This is on the high-risk list, as you know, and we appreciate their views, and their suggestions and their partnership also helps us in being able to work with agencies to deliver more and better on this agenda item.

Senator AYOTTE. Thank you, and I am glad to hear you say that this is going to be an important priority for you, because I do think there are a lot more cost savings we can realize. This has been a strong bipartisan effort, and this is an area where we certainly can do more across agencies. So I appreciate that.

Since we are talking about GAO, in March GAO published a report titled, "OMB Improved Implementation of Cross-Agency Priority Goals, but Could Be More Transparent About Measuring Progress." And as you know, a lot of the best opportunities to protect taxpayer dollars requires coordination where you have multiple Federal agencies involved. And recognizing this, in 2010 Congress required OMB to coordinate with agencies to develop outcome-oriented Federal Government priority goals. However, the latest GAO report states that agencies are not sufficiently setting targets or reporting on efforts to develop performance measures. And also thinking about when we invest in taxpayer dollars, we want to make decisions on where to prioritize based on performance measures so that we are really putting our resources in the best-performing programs.

So if these goals are priorities, then it seems essential that we have information to show progress and achievement, and given the important role of OMB of coordinating in this endeavor, will you make sure that these GAO recommendations are acted upon? Because I think this is another area where we could improve our performance overall with Federal agencies to the American people and that the better coordination and the better we are measuring progress and performance measures, we can know whether we are effectively spending taxpayer dollars.

Mr. MAYOCK. Thank you again, Senator, and I think that reflects another tool that we received via this Committee that we worked closely with through the Government Performance and Results Act (GPRA) Modernization in 2010 and our ability to go create the framework that led to the Cross-Agency Priority Goals that led to

the Agency Priority Goals that the President's Management Agenda and the President's Management Council seeks to then go execute on.

As to the GAO report in particular, we were quite pleased on one hand for GAO to say to us, hey, you are doing a good job, in part. We acknowledge GAO's assessment that there is more to do, there is a lot more to do in GPRA Modernization.

Senator AYOTTE. This is one of those no good deed goes unpunished. [Laughter.]

Mr. MAYOCK. It absolutely is. A very fair assessment. So I think we have more work to do. I think there is a lot of work that we can do and, if confirmed, I can do, in the remaining months to really lay a stronger foundation for the next administration. I think we have made progress by posting them on Performance.gov and making quarterly reports show up so that people can track the Cross-Agency Priority Goals, people can track the Agency Priority Goals. Can they improve as goals themselves and can we improve the presentation so it is an easier piece to follow for our stakeholders, for the American people? Absolutely. And those are the kind of things that we are working on, and if confirmed, that is the kind of agenda that I will be working on and would be pressing very hard on.

Senator AYOTTE. Thank you.

Mr. MAYOCK. Thank you.

Senator LANKFORD. Senator Peters.

OPENING STATEMENT OF SENATOR PETERS

Senator PETERS. Thank you, Mr. Chairman. And, Mr. Mayock, congratulations on your nomination. It's good to have an opportunity to ask you a couple questions and get to know you better before the actual vote for your appointment.

Last week, I introduced, along with my colleagues Senators Gardner, Thune, and Nelson, the American Innovation and Competitiveness Act, which is legislation that follows on the America Creating Opportunities to Meaningfully Promote Excellence in Technology, Education, and Science (COMPETES) Act, and which basically authorizes programs for the National Science Foundation, the National Institute of Standards and Technology (NIST), and activities for the Office of Science and Technology Policy, including Federal science development and Science, Technology, Engineering, and Math (STEM) programs. I am pleased to say that tomorrow we are actually going to be doing a markup on that legislation in the Commerce Committee as well and are expecting it to pass and then go to the Senate floor.

In putting this legislation together, I worked very closely with Senator Gardner, and we held a series of roundtables over the last few months, engaging the stakeholder community and scientists and educators, folks throughout the technology enterprise here in the country, and folks who work with Federal grants in particular. And we heard in those roundtables that some of the broad restrictions on Federal employee travel that were put in place by OMB after the 2012 General Services Administration (GSA) conference has had a disproportionate impact on Federal researchers who rely on attending these conferences to stay engaged with and to dis-

seminate their Federal research findings to the broader scientific and technical community. And as I know you will appreciate, science and technology works better when the findings are broadly shared and a number of researchers can have an opportunity to understand what others are doing so that they can follow on with that work as well.

So as a result of that, we included a provision in the act which will direct the OMB to consult with the Office of Science and Technology Policy and heads of other Federal research agencies, science agencies, to revise these policies for approving Federal researcher attendance of scientific and technical conferences.

So I understand some of that work is already being undertaken at OMB, but I want to kind of get your thoughts on that. And if confirmed, will you commit to seeing this rule revision through so that we can ensure that the Federal Government continues to encourage the broad dissemination of Federal research findings and the engagement of Federal researchers with the scientific and technological community?

Mr. MAYOCK. Thank you, Senator, and let me note first off that the administration believes in the importance of keeping our competitive edge. The administration makes a major priority of technology and science, as you know, and we definitely want to support the community as much as we can to further their work.

At OMB, as you know, we put the controls in place in order to make sure that we had appropriate measures to make sure there is not wasteful spending in that area. It is time on occasion to review those controls to see how those are working and how they are affecting various communities.

As you noted, we are in touch with Dr. John Holdren's office, and we have been working with Dr. Holdren's office to understand and get data as to the impacts. And we are committed to continuing that work, and if confirmed, I am certainly committed to working with Dr. Holdren and finding the right balance between our research community and our budget controls.

Senator PETERS. Great. And I understand there is a balance there, but I appreciate your willingness to work on that. It is certainly something very important and something we heard very loud and clear in those roundtables that we held with researchers.

We also heard during the working group series that researchers often spend as much as 40 percent of their time fulfilling administrative requirements associated with applying for and maintaining Federal research grants. So in the legislation that will be before the Committee tomorrow, we have made it a priority to reduce this burden as much as possible. We have included a provision that establishes an OMB-led interagency working group that will, among other things, explore uniform grant proposals, uniform financial disclosures, an investigator repository, and review regulations on research progress reports.

So, if confirmed, will you commit to prioritizing this work to reduce administrative burdens on Federal researchers so that we can maximize our Federal investment in the actual research work and not on an awful lot of paperwork that gets in the way of researchers' day-to-day activities? I need, first off, your commitment to prioritize, and then kind of your general thoughts on how we can

move this forward to make sure this is a streamlined process that puts money into research and not into paperwork.

Mr. MAYOCK. Thank you again, Senator. It is certainly a priority of the administration to make progress on grants and grant reform, and it has been something that we have worked on quite a bit over the past 7 years. In 2014, we put together guidance that tried to reduce that burden. That cut paperwork down by, as I understand it, 75 percent and tried to put grants.gov into place, so grants had a one-stop shop for people to come to and see what was available and see if they could apply. That work I think is something that we are very proud of, but that work continues. We certainly have more to do in that space, and that remains a high priority.

So I can commit to you today that, A, if confirmed, it will remain on the priority list for us; and, B, if confirmed, we will seek to make progress in the coming months ahead.

Senator PETERS. Great. I appreciate it. Thank you for your answers.

Senator LANKFORD. Ranking Member Carper

Senator CARPER. Thanks. Mr. Mayock, you cannot see this. I just said to the Chairman, I said I am watching the faces of your family sitting there, and your wife never has a smile far from her face. She has just the warmest countenance, and so— [Laughter.]

And I do not think she is laughing at what you are saying, but she is just giving you great encouragement there.

From time to time, when we have someone nominated for a position such as yours, I reflect on the responsibilities of the Executive Branch and the Legislative Branch to try to make sure we spend taxpayer money appropriately and thoughtfully. I will never forget one of my early town hall meetings when I was a Congressman. A woman was there, and basically at our town hall meetings, people could raise whatever issue they wanted to. This one woman raised her hand, and we were talking about budget and fiscal issues, and she said, "I do not mind paying taxes. I just do not want you to waste my money." That is what she said: "I do not mind paying taxes. I just do not want you to waste my money."

And I said, "Well, I do not either," and I went on to explain some of the things that I was doing, that we were trying to do to make sure we spent her money and other people's money in a cost-effective way.

We have a role to play on this Committee, an oversight role, as you know. It is fairly broad over much of the Federal Government. We work very closely with GAO. We work closely with the Inspectors General (IG). We work closely with OMB. And we still have a fair amount of waste, ineffective spending, inefficient spending, and a deficit which is down from about \$1.4 trillion 6 or 7 years ago to about a third or a quarter of that today, so that is improvement. But we still have a long ways to go.

Why do you think, despite all of our efforts at oversight, the work that OMB does, the Inspectors General, GAO, now we are stuck at a deficit of about—it has pretty much leveled off. It is not coming down now. Why do you suppose we have not done even better than we have achieved so far in deficit reduction?

Mr. MAYOCK. Well, I think particularly in the area of government waste, Senator, I would recognize and commend again this Com-

mittee's partnership with OMB and others on the legislative work that you have put in place on improper payments through Improper Payments Elimination and Recovery Act (IPERA) and through Improper Payments Elimination and Recovery Improvement Act (IPERIA) and the codification of the President's initiative on Do Not Pay. So it would be my assessment that we have made a lot of progress at the kind of challenge that this is, which is quite—

Senator CARPER. Let me just interrupt you for a moment. My wife asks me from time to time what I want on my tombstone, and I have worked a lot on postal reform over the years with his predecessor, Tom Coburn. I told her jokingly one day after church when we were at a stoplight back in Delaware, and there was like a cemetery alongside us, and she started saying, "Well, what do you want on your tombstone?" I said, "I feel fine. I am going to be around for a long time. I exercise and work out and take good care of myself." She kept saying, "Well, what do you want on your tombstone?" Finally, I said, "Well, how about 'Return to Sender'?" [Laughter.]

And she thought about that. She did not think it was funny. I thought it was pretty clever.

But the other thing they might put on my tombstone is, "He was really against improper payments." [Laughter.]

And I really am. We have worked this very hard, Dr. Coburn and I and others, and improper payments, after coming down for a couple of years, now have started going back up. They are like over \$100 billion, about \$120 billion, after going down. That is a lot of money.

I am not ready to give up, but I would never give up. But why do you suppose that is happening?

Mr. MAYOCK. In addition to putting the tools in place that we have put in through IPERA and IPERIA, we have gotten the ability to go after the root causes of the current issues. But one of the things that we have not done, Senator, which I hope that we could do—and it exists in the President's budget of fiscal year (FY) 2017—is there are some administrative resources through program integrity initiatives that could, I think, have a quite dramatic effect on this.

So part of the problem is not investing in the administrative resources that would help us get on top of these issues. And I think until we do that, we are going to face significant challenges. And when we do that, I think we have an opportunity not only to spend that money wisely, but per program integrity initiatives generally also have returns on that money.

That is my hope for the direction that we could take it in. That is, I think, one of the issues that is keeping us from making progress and perhaps one of the issues that is causing that trend to go in the wrong direction.

We were also quite heartened, as partners with you in this, as that rate came down, and came down somewhat dramatically, but there is still a large base. And it is ticking up, and its latest trend is certainly something that we are not satisfied with and something that, if confirmed, it will also be a very top priority, as we have made it throughout the Obama Administration's two terms.

Senator CARPER. So maybe 80 years from now when your tombstone is erected, it might also say, "He was also against improper payments."

Mr. MAYOCK. I might add that I am with you there on postal as well, as you know from my budget days.

Senator CARPER. Yes.

Mr. MAYOCK. So I joined in that fight as well.

Senator CARPER. Good.

Mr. MAYOCK. I have a lot of hope for us, Senator.

Senator CARPER. Let me change the focus a little bit. We talked earlier about the Presidential transition. We just had a wonderful signing ceremony of the legislation that bears the name of former Senator Ted Kaufman and former Utah Governor Mike Leavitt, two of my favorite people, to further improve the process that we go through on the Presidential transition, to try to provide for a smoother transition.

Given the complexity of the transition—and you will play a very significant role, as you know—what are some of the biggest challenges you think you will be facing? And how can you draw on maybe the lessons learned from previous Presidential transitions to better ensure a seamless transition?

Mr. MAYOCK. Thank you, Senator. I would like to thank again the Committee for their leadership and again passing us and the Executive Branch another powerful and important tool.

Senator CARPER. Well, you all helped us shape the bill, so we thank you as well.

Mr. MAYOCK. And we thank you for your partnership in shaping the bill. As I mentioned earlier—

Senator CARPER. If you do a really good job on this, we might name the next bill after you. [Laughter.]

Mr. MAYOCK. Well, I had the opportunity to work with Senator Kaufman and Governor Leavitt as part of this.

Senator CARPER. Are they two great guys or what?

Mr. MAYOCK. They are two great guys.

Senator CARPER. Love them both.

Mr. MAYOCK. And they are so dedicated to this issue. They are so deep on this issue, and the amount of time that they have invested, and making sure that we are improving this cycle significantly upon the last cycle is a great testament to their patriotism. And I think as you mentioned earlier, the solemn task that this is, as you saw in Costa Rica, the fact that we are able to do this and do it smoothly and without issue from one party to the next is just an extraordinary feat of American democracy, and it is an extraordinary role to potentially have, if confirmed in this position, to be one of the main stewards of this law and for this activity.

I would say as far as risks of the Presidential transition—and it is an important tool, again, that this law has provided to the administration, is to give the actors in the arena space to deal with transition versus it being hidden behind some curtain. There is an enormously small amount of time between the election and the inauguration, and much work needs to get done within that time and before that time. So creating the ability to talk about it, to engage in it, is and was a big risk and is, I think, in the activity that I have seen this year, in this election cycle, a risk that has been

mitigated quite a bit because people are very much engaged and people are engaged in very open environments.

So that is really helpful, and that goes to the second risk. As I have had an opportunity to work with my colleagues at OMB and throughout the Federal Government, there is a lot of institutional knowledge as far as memory, but not a lot of institutional knowledge in documentation as to how a transition runs and runs smoothly. So we are doing a bit of reinventing the wheel that should be entirely unnecessary in this process. That is a risk; I think that is a challenge. I think it is one that we will overcome.

Senator CARPER. I am going to ask you just to hold it right there. I am over my time, but we will come back for another round. And thank you very much for being so generous. Thank you. Thanks for those responses.

Senator LANKFORD. I recognize Senator Ernst.

OPENING STATEMENT OF SENATOR ERNST

Senator ERNST. Thank you, Mr. Chairman. Thank you, Mr. Mayock, for being here. We appreciate it very much.

Last year, the Senate passed the Program Management Improvement and Accountability Act, and recently, the bill passed out of the House Oversight and Government Reform (OGR) Committee. We worked with OMB in developing this legislation. So as you are aware, the bill gives you increased responsibility to develop a standards-based mode for program management that is consistent throughout the whole of government. And you would also be responsible for leading and establishing an interagency council on program management.

Should this bill become law, will you commit to doing everything within your authority to implement this legislation so we can finally address the budget overruns, the schedule slips, and the workforce challenges that have led to huge amounts of wasted taxpayer dollars?

Mr. MAYOCK. Thank you, Senator Ernst, and thank you for pointing out a challenging issue that we have been working with at OMB, particularly through the tool that Congress gave us through GPRA Modernization in 2010 and setting up the framework that is Agency Priority Goals and Cross-Agency Priority Goals to do a better job to bring modern management tools to the Federal Government.

So I am certainly committed, as I am committed to any statutory requirement and tool that is given to us by Congress, to execute it and implement it to the fullest.

Senator ERNST. Thank you, and we appreciate the agency working with us to develop this language. So thank you for that.

Recent studies have shown that when there is a change in party entering the White House, midnight regulations occur. For those that do not understand what "midnight regulations" are, it is that time between election day and Inauguration Day, and those midnight regulations during that time, they nearly double. So a big concern there.

There are articles that suggest there are up to 48 potential midnight regulations out there before President Obama's term winds down. What are you going to do to make sure these last-minute

rules are getting the review and the consideration that is necessary for them from the Office of Information and Regulatory Affairs (OIRA) so we are not placing increased burdens on Americans?

Mr. MAYOCK. Thank you, Senator. I appreciate the question and appreciate the concern. As we were just discussing, a smooth, seamless, competent Presidential transition is of the utmost importance and priority for the President. He was very grateful for the work that occurred by President George W. Bush, and he has on numerous occasions thanked publicly the work by the Bush Administration to do that.

There are a number of pieces, as you are pointing out, to transition and the passage of one administration to the next. The regulatory arena is certainly one of them. That is headed up by my colleague Howard Shelanski.

What I am aware of as to our approach during this time is that Mr. Shelanski shared a memo with the Cabinet agencies—I want to say that was in December 2015—to communicate to them that the calendar year 2016 was a business-as-usual year, that we would not be in the business of the situation that you are pointing out.

So I think we as an administration have communicated that to agencies. I think Howard Shelanski and his office have stood behind that, and I look forward to continuing to work with them as colleagues in OMB as we continue to push forward through the transition.

Senator ERNST. OK. Certainly, I appreciate any careful review and consideration of any rules that might come forward, so I appreciate your time here. Thank you very much.

Thank you, Mr. Chairman.

Senator LANKFORD. Thank you.

Let me run through a couple things, and I will just kind of evaluate your answers. Now that I know that your brothers are also here, I would like to know—maybe the bullpen might be better to be able to call in for some of these things. [Laughter.]

So we will kind of evaluate that back and forth.

It is no secret, I spent a long time getting a chance to visit with some of the Federal managers to talk about some of their views on agencies and leadership, hiring issues, things that you are very aware of. In April, I had a long meeting with them just to be able to talk through multiple issues and to be able to really—I did not talk. I listened. And I wanted to be able to just hear what some of their prime concerns are.

What I would like to do is just read off some of the things that were talked about during that time period. None of these, I think, will be a surprise to you, and I would be glad to be able to provide you a list so you do not have to take copious notes on all this as well. But let me just read through, and I would like to just get any input or any one of them that may stick out to you and say that is something that we have to take on and take on soon.

As I talked with some of those leadership folks, here are the main things that I heard from them: issues about administrative leave. The vast majority wanted to shorten the acceptable length and clarify the specific categories for employees placed on administrative leave. They emphasized training managers to make good

decisions and a system that protects managers from wrongful retaliation, which was a very serious issue for them.

Veterans' preference. Now, I have to tell you, they were very clear. They were all eager to be able to help protect veterans' preference. But there were some inefficiencies that they highlighted in the programs based on that. They complained that after a long search, they may end up with a veteran candidate for positions that are not specifically matched to that skill set, and it is frustrating for that veteran and for them. They also expressed frustration with the length of time consuming paperwork and the process required when attempting to select a better-qualified candidate for the position.

On hiring, managers, they said, lacked the ability to effectively recruit, and the direct hiring authority needed to compete for the jobs that they know employees are best suited for into the open positions. There was a tremendous amount of disdain for USAJOBS, which Senator Heitkamp and I have held an open roundtable on that specific subject.

Concerning bonuses, the Federal Government should reward only those that do exceptional work, and there is an acknowledgment that the surveys reflecting 99 percent of Federal employees are doing fully successful or better work just was not credible.

On manager training, increased managerial training for actions, options, and strategies to use in relating to employees with unacceptable performance and improvement and in conducting employee performance appraisals. Managers also want more pronounced agency leadership and focus upon compliance with existing laws and regulations.

And, finally, there was a conversation, which you would not be surprised on either, about some agencies are interested in dual-track advancement which provides both technically skilled employees and those seeking supervisory roles opportunities to be able to move up. All managers seemed supportive of this workforce innovation.

Any one of those in particular jump out to you that you want to be able to talk about? And, again, I can provide you this list that was part of our conversation.

Mr. MAYOCK. Well, thank you, Senator, and I would appreciate the list going forward as we continue to work together to seek to make progress on that.

I would say as to the list itself, most, if not all of those, ring quite true as to common issues that arise when connecting with managers. And I would also thank you. I have heard about your visits with managers at The Partnership for Public Service and otherwise, and I can say they find that to be an unusual opportunity and a real opportunity to have a candid conversation with you. So I think that is an important thing that you are doing by reaching out and reaching out at that level to engage them.

As to what we do about it, I would say a couple things on that point.

No. 1, if confirmed in this position, I have a good and great partner in Beth Cobert as the Acting Director at the Office of Personnel Management (OPM). She was a great partner when I was in my budget role at OMB, and we worked on a number of projects to-

gether. And we have the opportunity through the construct of these two roles to continue that partnership. And I have had an opportunity as a Senior Adviser to the Director to in part continue that.

I would note a couple initiatives for which Beth is leading the charge on and for which OMB is playing a strong supporting role, and they capture a number of the issues that are laid out on your list, Senator. Her Hiring Excellence Campaign that OPM has been leading—and it started in earnest I want to say in January—is doing the hard work of working through a lot of the issues that you noted and truly, A, myth-busting—there are a lot of myths out there about how the Federal Government works in the hiring space; and B, bringing together hiring managers and human resource (HR) managers, which is a relationship that could use a lot of work.

I can tell you from my time at the Treasury Department and the Millennium Challenge Corporation, it is another place where, if confirmed for this position, I have a lot of agency experience that informs me about what is real and what is not real and what can be achieved and not achieved in the agency context.

So I think through this Hiring Excellence Campaign, we are working through a number of these issues. The paperwork, the bonuses, the compliance aspect, the rotation opportunities are all a piece of that. I think it is an excellent campaign. I think it is a comprehensive campaign. It is something that we would like to, as we think about the last 6 months of the administration, perhaps put special emphasis on and really double down on.

Senator LANKFORD. Well, I would say a lot of the conversation both about management and about local decisionmaking, and all those things that we have discussed multiple times in other hearings here, all ring true no matter who I talk to in whichever agency. So while I understand there are some myths and some issues there, and there is a lot more flexibility than there appears to be used in much of the hiring area, but there is a very long delay. Whether that is an administrative role or whether that is a forklift operator at one of our Federal facilities, it seems to be around 4 months to be able to do a hiring. And that is a very long time to be able to work through the process, second only to once they retire out of Federal service and then work to actually get all their Federal pensions and benefits, at times we can have 4 or 5 months of waiting for the paperwork to be complete to get through the full OPM process as well in the end.

So both in the hiring and on the retiring side, we have a very long delay, and those are issues in the days I hope we can work through for the sake of those that are quality to serve in the Federal Government and have served our Nation very well.

Let me switch gears a little bit on what several folks have mentioned as well about OIRA. When there are disagreements between OIRA and the Deputy Director for Management about management policies for any general government effectiveness, how do we process that? Who gets the final word? Where do you think that goes?

Mr. MAYOCK. Well, I think, Senator, if there were disagreements between the head of OIRA and myself, if confirmed in this position—I find there have been few to none. I have had the oppor-

tunity to work with Howard and his team quite closely over the last——

Senator LANKFORD. A very good leader in that area.

Mr. MAYOCK. A very good leader. And we do not always agree on everything, but we have found a way to find consensus and move forward as things have proceeded. But the natural place, of course, inside the construct of OMB would be to go to the OMB Director when any part of OMB is in conflict, whether it is with Howard or the Senior Adviser for Budget or the Senior Adviser for Management, that would be the natural venue to have an exchange.

Senator LANKFORD. OK. One last question, and then I want to recognize Senator Heitkamp, and that is about the high-risk issues that have been this wonderful long list that has been out there for a while. Some of those issues have been resolved during this administration. Some were inherited from two administrations ago and are still in process.

How do we sustain this? And, really, this is a transition question, because most of those issues that are on GAO's high-risk list are not going to get wrapped up in the next 7 months. It is a part of the Presidential transition to say this needs to be done and we are setting up the next administration to be able to finish that. How do you include that in your Presidential transition conversations, the high-risk list?

Mr. MAYOCK. Thank you, Senator. And I would note we at OMB see this as an extremely important role and partnership that we have with the Comptroller General in bringing the issues at high risk into OMB on a monthly basis, regardless of whether it is a direct OMB equity or a broader OMB equity. So we work very closely and in close partnership with Comptroller General Gene Dodaro on that. And I think part of the answer to your question is to maintain that pace and maintain that continuity. So it would be certainly my pledge, if confirmed, to play that role, to play that role every month right into January, and to hand that off to my successor, if confirmed, so that could pick right back up in February, No. 1.

Senator LANKFORD. Would you anticipate there is a short list of undone that in the hand-off is not only trying to complete what needs to be done each month but also a package in that transition to the next agency head to say here is where we are and here are some ideas of what needs to be finished?

Mr. MAYOCK. Absolutely. I think where there is agency-specific issues on the high-risk list, whether it is weather satellites at Commerce or mental health at Veterans Affairs (VA), that should be high, high, high in the transition document so if you are an agency landing team and you are coming in on November 9 or November 10, you are finding out what are the highest-priority issues. GAO high-risk list, if you are on it, you ought to know about it as you cross that doorstep. The same thing on January 20. That senior leadership needs to have visibility on that. That senior leadership needs to know that there is a date coming on which they are going to be read in on that.

We have GAO and IG on the list right now. I think what we can do—and I am happy to go back and execute this—is to drill down on another layer, not just any GAO engagement but specifically the

GAO high-risk engagement, lift that up so we do what I just noted, which is make it apparent.

Senator LANKFORD. That would be very helpful. Senator Heitkamp.

OPENING STATEMENT OF SENATOR HEITKAMP

Senator HEITKAMP. Thank you, Mr. Chairman. And thank you for your willingness to serve. I figure you will be a very good compromiser given that you are one of, what, eight? Eight, yes. You have me beat. I am one of seven. But I had four sisters. Are you fortunate enough to have four sisters?

Mr. MAYOCK. My poor sister, I only have one.

Senator HEITKAMP. Poor thing. [Laughter.]

Well, I do not have a lot of time because I have to run to another meeting, and we have had a chance to spend some time visiting. But I think the most important thing that you can do during the time that you have left is pass along that learning, that 8 years an administration has, to the next administration so that we do not pick up from where we were before, so that we have best practices. I think we all know that there is room for improvement in management of Federal agencies, and as Senator Lankford talked about, we have spent a lot of time talking about what does that management look like, what does the hiring look like, what are the best practices that can be passed on and at least aid in this transition. I certainly hope that you will have that opportunity to share the knowledge and share the experience and make sure that we are not back here as seasoned observers and people in oversight asking the same questions starting from ground zero.

We will try and do what we can to make sure that your position gets confirmed, but I hope that you will see it as a real opportunity to pass on lessons learned.

Mr. MAYOCK. Thank you, Senator Heitkamp, and thank you again for our meeting in the run-up to this hearing. I really appreciate your time then, and I really appreciate your presence today.

I think you have that exactly right, and one of the things that we are thinking about and doing as we head into the final 6-plus months of the administration is not only the agency's transition for which this office plays a key role, as we discussed, through the Presidential Transition Improvements Act, but also OMB in management and government. We need to tee up the experience of the last 7 and 8 years so that our successors have an opportunity to learn from that and learn quickly from that as they try to figure out where the bathroom is and how to turn on and off the lights, and they get hit by a thousand urgent tasks and emergencies. How we are able to tee that up and move that quickly, expeditiously, coherently to them is a really important task. We want that next team to be able to set up a President's Management Agenda in the next 3 months, not the first 2 years.

Senator HEITKAMP. Thank you, Mr. Chairman. That is all I have.

Senator LANKFORD. Senator Carper.

Senator CARPER. Thanks. I just want to note something. We talked earlier that there is roughly 7 months to go for this administration, and some people think that is not a very long time. I was reminded a long time ago when I was a naval flight officer, and my

squadron, a Navy P-3 squadron based in California, we used to deploy for 6 months at a time. We would go to Asia during the Vietnam War and come back home for 8 months, go back again to Asia for 6 months. Those 6 months seemed like a really long time. And I hope these 7 months that lie ahead for the administration and for you, if confirmed—and I think you will be—I just would encourage you and your team that you work with to just get as much done as you can.

And in that spirit, what are some things that maybe this Congress and maybe looking ahead to the next Congress can do better in order to enable you to do your jobs better? What are some things that we might do? One of the things we focus on a lot here in this Committee is trying to make sure that the folks that the administration has nominated get a hearing, a prompt hearing, and we have the opportunity to put them to work quickly on almost every occasion. But what are some things that we can do that might help make you and your colleagues more effective?

Mr. MAYOCK. Well, thank you, Senator. I deeply appreciate that opportunity. I think in the past 8 years, the approach to management and government has changed quite a bit, and while it has changed, it has changed for the positive. There are a number of old challenges that would be good to address in the remaining months. There are a number of new challenges that would be good to sustain and new opportunities that would be good to sustain. So I would point out just a few of them.

One, in the office of the Federal CIO, an extremely important role, we have great leadership in Tony Scott, and the ability for him and his team through the funding that has come through the ITOR piece of the budget has provided the kind of resources I mentioned earlier for information technology experts on the management side of OMB to work closely with the budgeteers on the budget side of OMB, to work very closely with agency CIOs to make sure projects are on track, projects are spending at the right pace. So sustaining that piece of the budget is a very important thing. It is going OK in appropriations. I think it would be good and important to keep an eye on that. That also funds the U.S. Digital Service, which has done an extraordinary job.

In the President's Cybersecurity National Action Plan, we have asked Congress for a \$3.1 billion IT transformation fund to attack the really horrible problem of legacy systems in the Federal Government, which are both a cyber threat and a huge hurdle for government modernizing and providing modern services to our citizens and our businesses. And I think the ability for us to make progress on that in the time that we have had a lot of interest in that, and I think we have made some real traction on that fund, but pushing that over the finish line so the next team starts with the ability of that mechanism to really tackle those legacy systems and tackle that problem.

I would cite a couple quick other opportunities. In the area of Federal procurement, we have, I think, had a lot of success in standing up a discipline that has been used in the private sector for a couple decades now called "Category Management," which is really building on the success that we have had in strategic sourcing, but really bringing a whole discipline to sectors and man-

agement. We have been able to save \$2 billion between 2010 and 2015 by basically eliminating duplication in Federal acquisition.

I think one of the things that the Congress can do is validate that approach and help secure that approach so, again, it gets taken up by the next group. I think there is enormous validation in the private sector for this. Now there is strong validation as we are standing it up in the final 2 years of this administration, and anything that you can do to support that effort, I would be happy to come brief you.

Senator CARPER. All right. Thank you.

Mr. MAYOCK. Those are some of the big stuff that I would cite for you.

Senator CARPER. All right. Thank you.

I have been pleased with how both the George W. Bush Administration and the Obama Administration have taken a more active role in Federal real property management, which I am sure you are aware of. And we have been active on it legislatively. In fact, we are trying to do more this year. What are a couple ways that we can ensure that the very good work in property reform continues on in the next administration?

Mr. MAYOCK. Thank you, Senator. Thank you for your partnership on that issue as well.

I think the team has put a solid program in place to freeze the footprint and reduce the footprint, and we have had an opportunity to reduce the footprint by 25 million square feet up through 2016, which leads to a \$300 million annual cost savings number. So another place, as in acquisition, where I think we have had some significant success. There is a ways to go. We have an opportunity if we go execute against that plan between 2016 and 2020 to reduce the Federal real property footprint by another 60 million square feet. So I think for the agencies, it is a matter of working together to keep that pressure on, to keep that focus going.

I think when we first came out with the program, at the time we came out with the program, there was a lot of energy and enthusiasm around it. I think now what we need to do is really press to make sure the plans that are in place are implemented, and implemented well. So I appreciate your partnership on that and look forward to working with you on it. It is another example of, if confirmed, the way that this leadership role as the Deputy Director for Management pushes on a lot of folks in a lot of areas to keep the momentum going. And I think it speaks to the importance of having this role filled. And as the President has said, he plans to run through the tape, to leave everything on the field. I would commit to you as well, if confirmed, I am ready to run through the tape with the President and leave everything on the field, and whether it is real property or any of the other priorities we have discussed.

Senator CARPER. All right. Good. One last quick one, if I could. After we established the Department of Homeland Security and it was new and we were trying to glom together 22 big agencies and a quarter of a million employees that were spread all over the place in the greater Washington metropolitan area—and spread around the world actually—one of the things that became clear is that they needed excellent management, they needed great leadership, and they needed a good management team. And we worked with this

administration and the last administration to try to make sure we had that. They needed a reasonable amount of funding. They have asked for a number of changes in law with respect to authorization of various components of the big agency.

One of the issues that came to my attention several years ago was the interest in trying to get rid of all these leases that we have throughout the greater metropolitan area, down into Virginia, and in Maryland and D.C. and so forth, where we spend a lot of money leasing office space for some of these quarter of a million employees. They are spread all across hell's half acre. It is hard to coordinate everybody. There is not much of a sense of team. And so I was an earlier doubter that St. Elizabeths made sense to try to consolidate everything in one campus. I am not a doubter anymore. I think there is real savings that could be realized, and I think so does the administration.

Would you just comment on that briefly before we wrap up here?

Mr. MAYOCK. Thank you, Senator, and thank you again for your support on that issue. I had in my time on the budget side of OMB an opportunity to be the steward of General Government Programs, as we discussed, which included DHS, and DHS headquarters was a part of that.

The work that the team did to develop the enhanced plan, as we called it last year that shaved \$1 billion off the cost that provided for the employees of DHS to move in many years earlier than planned I think was an extraordinary plan. I think it was validated by the budget in 2016. I think we need to stay on top of it like we stayed on top of it in 2016 to deliver this year on this budget and keep that momentum alive so that the next Secretary of DHS, when he walks into his or her office.

Senator CARPER. Sometimes we let women do these jobs, like Janet Napolitano.

Mr. MAYOCK. Absolutely, and I think Secretary Napolitano was extraordinary in her role there. But for her who walks into that office, they walk into that office in St. Elizabeths rather than in Northwest Washington, D.C.

Senator CARPER. All right. Thanks so much.

Mr. MAYOCK. Thank you.

Senator CARPER. Thank you.

Senator LANKFORD. Thank you.

Let me ask one quick wrap-up question and see if there is anything we need to add. On the issue about OMB setting and managing the policies of other agencies—that is an interesting relationship. You and I had a brief conversation in my office about it as well, the management part of OMB and working with agencies. Are there particular areas of policy you believe should be left to OMB when we start talking about setting policies for agencies?

Mr. MAYOCK. Thank you, Senator. I think as far as policy setting, I am happy to continue the conversation beyond this hearing room, of course, and if confirmed, happy to dig deeper on that and work further on that.

As for the way things work today, I think that in my experience at OMB, both on the budget side and my role as a senior adviser on the management side, we have a pretty functional and working system where an agency as it seeks to guide its own equities

through its process has an opportunity to do that, and where OMB has cross-cutting equities and is working through its management role for the good of the broader government, that we then produce and work on things like Executive Orders (EO) and Presidential memos and OMB management memos.

So that tends to be the balance, I think as we work through that, and I think we tend to have a good relationship with agencies as we discuss whether something should be OMB guidance or something should be agency guidance. But I look forward to your views and am happy to work with you on that.

Senator LANKFORD. That is great.

Other questions, Senator Carper?

Senator CARPER. I am done. Thanks.

Senator LANKFORD. Other comments you need to make?

Senator CARPER. Let me just say, I left it all on the field.

Senator LANKFORD. If you want to make public comments about your brothers, this is the opportunity. [Laughter.]

Because they will not be given the microphone after you.

Mr. MAYOCK. I thought I might be given the opportunity to call a friend or a brother, so I just thank them again for their presence. They have flown in from St. Paul, Milwaukee, and New York, and at a moment's notice, so it is wonderful to have their support, in addition to my other siblings, including my one sister, who I am sure are paying attention from home. So I deeply support the presence of all the family here.

Senator LANKFORD. Thank you.

Mr. MAYOCK. And I really appreciate the opportunity today and the work that we have been able to do in the lead-up to this hearing. And if confirmed, as noted, I look forward to working closely in the months ahead. A lot of work to do in the next 6-plus months, and I am dedicated to this job and this role and working together.

Senator LANKFORD. Thank you. For you and for Cindy and for your family, thanks for being here, and for your dedication already in serving the Nation.

Let me make this brief closing statement, and we will close. Mr. Mayock has filed responses to biographical and financial questionnaires, answered prehearing questions submitted by the Committee, and has had financial statements reviewed by the Office of Government Ethics. Without objection, this information will be made part of the hearing record with the exception of the financial data, which is on file and available for public inspection in the Committee offices.

Senator LANKFORD. The hearing record will remain open until 12 p.m. tomorrow, June 29, 2016, for the submission of statements and questions for the record.

Thank you again for being here. This hearing is adjourned.

[Whereupon, at 5:15 p.m., the Committee was adjourned.]

A P P E N D I X

**Opening Statement of Senator James Lankford
“Nomination of Andrew Mayock to be Deputy Director for Management, Office of
Management and Budget”**

June 28, 2016

As submitted for the record:

Good morning. Today we will consider the nomination of Mr. Andrew Mayock for the position of Deputy Director for Management for the Office of Management and Budget. OMB’s role in evaluating agency policies and setting funding priorities is vital for good government. It is important to have qualified leaders at OMB to ensure that Executive Branch agencies operate effectively.

Andrew Mayock is a native of Rockford, Illinois. He received his undergraduate degree from the University of Illinois, a Master of Public Administration from the Harvard Kennedy School of Government, and a Law Degree from George Washington University.

Mr. Mayock has a distinguished career as a public servant including serving as Special Assistant to the Chief of Staff at the Department of the Treasury, as Deputy Vice President, Millennium Challenge Corporation, and for the past three years he has held several senior positions at OMB. Mr. Mayock has also served in the private sector as a Senior Associate for Development and International Diplomacy at Booz Allen Hamilton and as an International Trade Consultant at Harvard University’s Center for Business and Government

In addition to this impressive résumé, Mr. Mayock possesses the necessary experience, and legal and policy background to serve OMB. Committee staff reached out to a variety of Mr. Mayock’s colleagues and affiliates, who spoke highly of his judgement and abilities. Committee staff also had the opportunity to interview Mr. Mayock on an array of issues. He has thoughtfully and competently answered each question to our satisfaction.

To date, the Committee has found you to be qualified for the position you have been nominated, I look forward to speaking with you more today on your experience and accomplishments and how you intend to apply them as Deputy Director for Management.

Statement of Ranking Member Tom Carper
“Nomination of Andrew Mayock to be Deputy Director for Management, Office of
Management and Budget”

Tuesday, June 28, 2016

As prepared for delivery:

I am pleased we are here today to consider the nomination of Andrew Mayock to be Deputy Director for Management at the Office of Management and Budget (OMB). I welcome Mr. Mayock and thank him for his willingness to serve in this position. The Office of Management and Budget (OMB) has a mission that is near and dear to my heart—to help improve the performance and functioning of government.

As we know, OMB plays a number of critical roles, including formulating agency budgets and overseeing management issues that span the entire federal government. The Office, and particularly the position Mr. Mayock has been nominated to fill, plays an important role in helping agencies tackle challenges such as the upcoming Presidential transition, improper payments of over \$100 billion per year, real property management, information technology management, and improving performance across government to name a few.

I’m pleased that the President has chosen to nominate Mr. Mayock. In addition to many other important jobs in this Administration, he recently served as the Associate Director for General Government Programs at OMB. This position provided him with a background in federal budgeting that gives him a different perspective than many of his predecessors. It will serve him well as he works to lead the management side of OMB.

Simply put, Mr. Mayock has the opportunity to help unite the budget and management side of the Office, and I believe that could be especially valuable. His nomination also comes at a time when the Administration is in its final seven months. Some may think that means it isn’t critical to take action to confirm him. I strongly disagree with that sentiment, not just because I think Mr. Mayock is uniquely qualified for the job, but also because this role is critical for the successful transition to the next administration.

One of the greatest virtues of our nation is the peaceful transition of power from one President to the next. Given the challenges facing our country today, it is critical that our next President, along with his or her administration, be prepared to hit the ground running. That’s the major reason why I, along with our chairman, championed the Edward ‘Ted’ Kaufman and Michael Leavitt Presidential Transitions Improvement Act which became law earlier this year. The Act incorporates many of the lessons learned from the Obama and Romney transition teams. I look forward to learning more today about preparations for the upcoming transition and, more importantly, Mr. Mayock’s role with the Agency Transition Directors Council and the steps that are being taken at OMB to ensure a seamless transition of power.

Mr. Mayock, we thank you for being here and look forward to hearing about your vision for this position and a discussion of the management challenges that lay ahead during the final seven months of this Administration.

STATEMENT OF ANDREW MAYOCK
Nominee to Serve As
Deputy Director for Management of the Office of Management and Budget

Before the Committee on Homeland Security and Governmental Affairs
United States Senate
June 28, 2016

Thank you Chairman Johnson, Ranking Member Carper, and Members of the Committee:

I am honored to be considered by this Committee as President Obama's nominee for Deputy Director for Management of the Office of Management and Budget (OMB).

I am grateful to have my family with me this afternoon. I am deeply appreciative for their support and encouragement. I would like to introduce my wife, Cindy, and my two children, Mariella and Tai. I would also like to introduce my mother, Anne, and father-in-law, Steel, who traveled from Illinois to be here today. Additionally, I am pleased to be joined by three of my seven siblings -- Chris, Joe and John -- and their spouses and children. My parents instilled the value of public service in all of their children, and I am proud to represent them today.

I want to thank President Obama for nominating me to this position. It remains an extraordinary honor to continue to serve this Administration since I started in 2009. I would also like to thank OMB Director Shaun Donovan for his confidence in me. I also appreciate the continued trust and support of all my colleagues at the extraordinary institution that is OMB, where I have served for the last three years.

Furthermore, I appreciate the Members of this Committee and their staff for taking the time to meet with me prior to this hearing. If confirmed, I look forward to continuing our work together and building on the important relationship between this Committee and OMB.

The Deputy Director for Management position helps lead the President's Management Agenda, a comprehensive and forward-looking plan to modernize and improve government to ultimately deliver better, faster, and smarter services to citizens and businesses. The President's Management Agenda is built on four key pillars: effectiveness, efficiency, economy, and people and culture. The Administration is implementing these through a series of Cross-Agency Priority (CAP) Goals, which were introduced by this Administration to improve coordination across multiple agencies to help drive performance and accountability.

If confirmed, I plan to build on the progress made by the Administration. I believe that action under the four pillars and related CAP Goals have led to measurable progress. For example, this Administration has launched successful efforts to modernize and

improve citizen-facing services, reduce the Federal real property footprint, improve how we buy as a government, and eliminate wasteful spending.

If confirmed, I would also seek to improve other initiatives in which the Deputy Director for Management is a front line leader, including strengthening Federal cybersecurity, supporting digital services delivery for citizens, improving infrastructure permitting processes, and enhancing the background investigations and security clearance process, to name a few.

Furthermore, the Deputy Director for Management plays an important role in delivering on the Administration's commitment to a smooth presidential transition. This includes implementing statutory requirements such as the Ted Kaufman and Michael Leavitt Presidential Transitions Improvement Act of 2015 that was sponsored by Senators Carper and Johnson, passed by this Committee and Congress, and signed into law by the President in April. Under this Act, the Deputy Director for Management facilitates agency planning efforts, including co-chairing the Agency Transition Director's Council comprised of nineteen of the largest agencies. If confirmed, I would focus on supporting a seamless transition.

I believe my background in the public and private sectors helps prepare me for the role of the Deputy Director for Management. This experience includes senior OMB leadership roles -- Associate Director of General Government Programs and Senior Adviser for Management -- where I have worked with Cabinet agencies and others on a wide variety of budget, policy and operational issues. My experience in senior leadership roles at the U.S. Department of the Treasury and Millennium Challenge Corporation provide valuable agency operational experience and perspective regarding the government-wide management challenges and opportunities that the Deputy Director for Management faces. Additionally, in my private sector work at Booz Allen Hamilton, I gained experience in generating performance improvements through process streamlining, improving deployment of technology, and strengthening organizational effectiveness. This combined experience offers a strong foundation for delivering on the President's Management Agenda and requirements of the office.

Mr. Chairman and Members of the Committee, I would be pleased to answer any questions you may have.

REDACTED

HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
Name of Position	Date of Nomination
Deputy Director for Management	December 14, 2015

<i>Current Legal Name</i>			
First Name	Middle Name	Last Name	Suffix
Andrew	NMN	Mayock	

<i>Addresses</i>					
Residential Address (do not include street address)			Office Address (include street address)		
			Street: 1650 Pennsylvania Ave		
City: Washington	State: DC	Zip: 20016	City: Washington	State: DC	Zip: 20503

<i>Other Names Used</i>						
First Name	Middle Name	Last Name	Suffix	Check if Multiple Names	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
					Est ☐	Est ☐

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1967	Bluffton, Indiana

<i>Marital Status</i>					
Check All That Describe Your Current Situation:					
Never Married ☐	Married ☒	Separated ☐	Annulled ☐	Divorced ☒	Widowed ☐

<i>Spouse's Name (current spouse only)</i>			
Spouse's First Name	Spouse's Middle Name	Spouse's Last Name	Spouse's Suffix
Cindy	Yung-Leh	Huang	

<i>Spouse's Other Names Used (current spouse only)</i>						
First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
					Est ☐	Est ☐

<i>Children's Names (If over 18)</i>			
First Name	Middle Name	Last Name	Suffix

2. Education

List all post-secondary schools attended.

<u>Name of School</u>	<u>Type of School</u> (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	<u>Date Began School</u> (month/year) (check box if estimate)	<u>Date Ended School</u> (month/year) (check box if estimate) (check "present" box if still in school)	<u>Degree</u>	<u>Date Awarded</u>
Kennedy School of Government, Harvard	Graduate school	Est 08/2002	Est Present 06/2003	M.P.A.	2003
George Washington University	Law school	Est 08/1992	Est Present 05/1995	J.D.	1995
University of Illinois	College	Est 08/1986	Est Present 06/1991	B.A., English	1991

3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

<u>Type of Employment</u> (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other Federal employment, State Government (Non- Federal Employment), Self- employment, Unemployment, Federal Contractor, Non- Government Employment (excluding self-employment), Other	<u>Name of Your Employer/ Assigned Duty Station</u>	<u>Most Recent Position Title/Rank</u>	<u>Location</u> (City and State only)	<u>Date Employment Began</u> (month/year) (check box if estimate)	<u>Date Employment Ended</u> (month/year) (check box if estimate) (check "present" box if still employed)
Non-Government employment	Forest Hills Country Club	Lifeguard	Rockford, IL	Summers 1985	Summers 1990
Non-Government employment	Bullfeathers	Waiter	Washington, DC	Feb 1989	May 1989
Non-Government employment	Council of 100	Analyst	Rockford, IL	Jan 1991	May 1991
Non-Government employment	Kilpatrick & Cody	Legal assistant	London, UK	Sep 1991	May 1992
Non-Government employment	Pope, Ballard, Shepard & Fowle	Legal assistant	Chicago, Illinois	June 1992	July 1992
Non-Government employment	Pettit & Martin	Summer Associate, law clerk	Washington, DC	June 1993	May 1994

Non-Government employment	Kilpatrick & Cody	Summer Associate	Washington, DC	June 1994	Aug 1994
Government	U.S. Treasury Department	Senior Adviser	Washington, DC	Oct 1995	May 1996
Government	U.S. Treasury Department	Special Assistant to the Chief of Staff	Washington, DC	June 1996	Feb 1997
Government	The White House	Special Assistant to the Deputy Chief of Staff	Washington, DC	Feb 1997	May 1998
Government	The White House	Senior Advisor to the Director of Public Liaison	Washington, DC	June 1998	Mar 1999
Government	The White House	Senior Advisor to the Director of Political Affairs	Washington, DC	Apr 1999	Mar 2000
Non-government	Wellness Discoveries, Inc.	Vice President Business Development	New York, NY	Apr 2000	Aug 2000
Self-employment	Stuart N Brotman Communications	Consultant	Lexington, MA	Dec 2001	Aug 2002
Self-employment	Harvard Kennedy School	Consultant	Cambridge, MA	Dec 2001	Aug 2002

Non-government; Consultant	Booz Allen Hamilton	Senior Management Analyst	Washington, DC	July 2003	Jan 2009
Government	U.S. Treasury Department	Executive Secretary	Washington, DC	Jan 2009	Mar 2010
Government	Millennium Challenge Corporation	Deputy Vice President for East and Southern Africa	Washington, DC	Apr 2010	Oct 2013
Government	Office of Management and Budget	Program Associate Director	Washington, DC	Oct 2013	Nov 2015
Government	Detail from the Office of Management to the Office of Personnel Management	Detail	Washington, DC	June 17 2015	July 10 2015
Government	Office of Management and Budget	Senior Adviser	Washington, DC	Nov 2015	Present

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

None.

4. Potential Conflict of Interest

(A) Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

In connection with the nomination process, I consulted with the Office of Government Ethics and the Office of Management and Budget's designated agency ethics official to identify potential conflicts of interest. I will resolve any potential conflicts of interest in accordance with the terms of an ethics agreement that I entered into with OMB's designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

(B) Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.

I have not engaged in any such activity.

5. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

- 2003: Manfred Wörner Fellowship, The German Marshall Fund.

6. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last 10 years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of \$1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

<u>Name of Organization</u>	<u>Dates of Your Membership</u> (You may approximate.)	<u>Position(s) Held</u>
Truman National Security Project	2006 – 2008	Fellow
American Alliance for Leadership	2007 – 2008	Member
Asia Society	2007 – 2008	Member
Bretton Woods Committee	2006 – 2008	Member

7. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?

No.

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

<u>Name of Party/Election Committee</u>	<u>Office/Services Rendered</u>	<u>Responsibilities</u>	<u>Dates of Service</u>
Hillary Clinton for President	Get out the vote	Distributing informational material	Jan 2008
Obama for America 2008	Get out the vote	Distributing informational material	Nov 2008

Obama for America 2012	Get out the vote	Distributing informational material	Nov 2012
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(C) Itemize all individual political contributions of \$200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

<u>Name of Recipient</u>	<u>Amount</u>	<u>Year of Contribution</u>
Obama Victory Fund 2012	\$1000	2012

8. Publications and Speeches

I have published no written materials and have done my best to identify all speeches, testimony and other materials, including a thorough review of my personal files and searches of publicly available electronic databases. There were no prepared remarks for speeches listed under Question 8, sub-question (B) and (C). Despite my searches, there may be other items I have been unable to identify, find, or remember. I identified the following:

(A) List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet. Please provide the Committee with copies of all listed publications. In lieu of hard copies, electronic copies can be provided via e-mail or other digital format.

None.

(B) List any formal speeches you have delivered during the last five years and provide the Committee with copies of those speeches relevant to the position for which you have been nominated. Include any testimony to Congress or any other legislative or administrative body. These items can be provided electronically via e-mail or other digital format.

In my position at Millennium Challenge Corporation as Deputy Vice President for East and Southern Africa, I would hold public press conferences on occasion in my visits to Africa. These press conferences occurred a couple times a year between April 2010 and October 2013 and were generally impromptu in nature. As such, there were no prepared remarks for these press conferences. I have identified these public speaking engagements and press conferences below:

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Public speaking engagement, Discussion of Compact Implementation progress and challenges.	Tanzania	June 2010
Public speaking engagement, Discussion on efforts to alleviate poverty.	Mozambique	March 2011
Press Briefing on the (then) upcoming 2011 African Growth and Opportunity Act Forum and the U.S. Government's efforts to reauthorize the act.	U.S. Department of State Foreign Press Center, Washington, D.C.	June 2, 2011
Opening Remarks at the CFA Ronald H. Brown African Affairs Series: African Trade and Investment Forum.	Millennium Challenge Corporation's Bowen Conference Rooms; Washington, DC 20005	September 22, 2011
Public speaking engagement, discussion of finalization of Lusaka Water Project	Lusaka, Zambia	December 8, 2011
Public speaking engagement, Discussion on implementation for the Malawi Millennium Challenge Account-Malawi project.	Malawi	May 2013
Panelist, Doing Business in Africa: Power & Infrastructure Development. Panel Session: Infrastructure Development in Africa	U.S. Chamber of Commerce's Briefing Center	July 30, 2013

(C) List all speeches and testimony you have delivered in the past ten years, except for those the text of which you are providing to the Committee.

In my position at Millennium Challenge Corporation as Deputy Vice President for East and Southern Africa, I would hold public press conferences on occasion in my visits to Africa. These press conferences occurred a couple times a year between April 2010 and October 2013 and were generally impromptu in nature. As such, there were no prepared remarks for these press conferences.

9. Criminal History

Since (and including) your 18th birthday, has any of the following happened?

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than \$300 and did not include alcohol or drugs.)

No.

- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official?

No.

- Have you been charged, convicted, or sentenced of a crime in any court?

No.

- Have you been or are you currently on probation or parole?

No.

- Are you currently on trial or awaiting a trial on criminal charges?

No.

- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation?

No.

If the answer to any of the questions above is yes, please answer the questions below for each criminal event (citation, arrest, investigation, etc.). If the event was an investigation, where the question below asks for information about the offense, please offer information about the offense under investigation (if known).

A) Date of offense:

- Is this an estimate (Yes/No):

B) Description of the specific nature of the offense:

C) Did the offense involve any of the following?

- 1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: Yes / No
- 2) Firearms or explosives: Yes / No
- 3) Alcohol or drugs: Yes / No

D) Location where the offense occurred (city, county, state, zip code, country):

- E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official: **Yes / No**
- 1) Name of the law enforcement agency that arrested/cited/summoned you:
 - 2) Location of the law enforcement agency (city, county, state, zip code, country):
- F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: **Yes / No**
- 1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):
 - 2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:
 - 3) If no, provide explanation:
- G) Were you sentenced as a result of this offense: **Yes / No**
- H) Provide a description of the sentence:
- I) Were you sentenced to imprisonment for a term exceeding one year: **Yes / No**
- J) Were you incarcerated as a result of that sentence for not less than one year: **Yes / No**
- K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated:
- L) If conviction resulted in probation or parole, provide the dates of probation or parole:
- M) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: **Yes / No**
- N) Provide explanation:

10. Civil Litigation and Administrative or Legislative Proceedings

(A) Since (and including) your 18th birthday, have you been a party to any public record civil court action or administrative or legislative proceeding of any kind that resulted in (1) a finding of wrongdoing against you, or (2) a settlement agreement for you, or some other person or entity, to make a payment to settle allegations against you, or for you to take, or refrain from taking, some action. Do NOT include small claims proceedings.

<u>Date Claim/Suit Was Filed or Legislative Proceedings Began</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>
July 1, 2003	Middlesex Probate and Family Court	Rosita Heredia	Divorce settlement	Divorce settlement

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? Please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity.

None.

(C) For responses to the previous question, please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity.

11. Breach of Professional Ethics

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed.

I have not.

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy?

I have not.

12. Tax Compliance

(This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

REDACTED

13. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

No.

14. Outside Positions

X See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

For the preceding ten calendar years and the current calendar year, report any positions held, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-profit organization or educational institution. Exclude positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

None.

15. Agreements or Arrangements

X See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

16. Additional Financial Data

All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

REDACTED

SIGNATURE AND DATE

I hereby state that I have read the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

A handwritten signature in dark ink, appearing to be "R. M. J.", written over a horizontal line.

This 22 day of December, 2015

UNITED STATES OFFICE OF
GOVERNMENT ETHICS**REDACTED**

DEC 22 2015

The Honorable Ron Johnson
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Andrew Mayock, who has been nominated by President Obama for the position of Deputy Director for Management, Office of Management and Budget.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

David J. Apol
General Counsel

Enclosures

REDACTED

December 18, 2015

Ms. Ilona Cohen
Designated Agency Ethics Official
Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Dear Ms. Cohen:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflicts of interest in the event that I am confirmed for the position of Deputy Director, Office of Management and Budget.

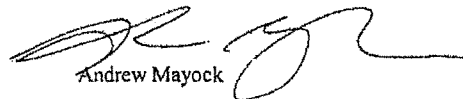
As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

I understand that as an appointee I must continue to abide by the Ethics Pledge (Exec. Order No. 13490) that I previously signed and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,


Andrew Mayock

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Andrew Mayock to be
Deputy Director for Management, Office of Management and Budget**

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as the Deputy Director for Management (DDM), Office of Management and Budget (OMB)?

I believe the President nominated me based on my public and private sector experience. As a public servant, I have served at the U.S. Treasury Department, Millennium Challenge Corporation, Office of Management and Budget and the White House. As a private consultant, I worked to implement public-sector projects in developing countries to improve economic growth. These positions have provided a wide variety of experience that prepare me for the position, if confirmed, including financial management, government procurement, management processes, organizational effectiveness, and performance management.

2. Were any conditions, express or implied, attached to your nomination? If so, please explain.

No.

3. Have you made any commitments with respect to the policies and principles you will attempt to implement as DDM? If so, what are they, and to whom were the commitments made?

Broadly speaking, if confirmed, I am committed to implementing the President's Management Agenda. This is a commitment to Director Donovan.

4. What specific background and experience affirmatively qualifies you to be the DDM of OMB?

A number of experiences in my public and private sector career affirmatively qualify me to be the DDM, if confirmed. These include my senior leadership role at OMB over the past two plus years, including Associate Director of General Government Programs where I worked with six Cabinet agencies among others on a wide variety of budget and policy issues. This experience also includes my role as Senior Advisor for Management, where I advise the Director on the President's Management Agenda that includes information technology, financial management, procurement, performance, and personnel. Additionally, my experience in senior leadership roles -- at the Millennium Challenge Corporation, where I managed oversight of a \$2.5 billion grant portfolio, and the U.S. Treasury Department, where I served on the senior management team during the financial crisis -- has prepared me for the role. My experience at these Federal agencies

not only provided substantive senior leadership experience but also relevant experience as to how OMB best works with agencies. Further, my work at Booz Allen Hamilton included leadership and management development as detailed below, and also relevant experience for the DDM position, if confirmed, as to how the federal government buys goods and services.

5. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain what procedures you will use to carry out such a recusal or disqualification.

No.

II. Background of the Nominee

6. Please briefly describe the type of work you do as Senior Adviser to the Director at the OMB.

As Senior Advisor for Management, I advise the Director on the President's Management Agenda that includes information technology, financial management, procurement, performance, and human resources. My role includes advising on issues regarding the four management offices of OMB that oversee and coordinate the Administration's procurement, financial management, IT and electronic government, performance and personnel management. In each of these areas, I advise Director Donovan on administrative management functions and program and policy management (e.g., program delivery and outcomes). My advisory role also encompasses OMB's oversight of how agencies devise, implement, manage, and evaluate the statutory programs and policies for which they are responsible. This responsibility is central to OMB's efforts to assist in agency strategic planning, goal-setting, performance measurement, information management, evaluation, and policy research. These functions are essential parts of the policy and program direction advice that OMB provides.

- a. While working at the OMB, to your knowledge, did a colleague, subordinate, or supervisor, ever call into question your integrity or professionalism? If so, please explain.

No

7. What lessons, if any, did you learn working as a Senior Adviser to the Director that have prepared you for new your role as DDM, should you be confirmed?

In my experience as Senior Advisor, I have learned that OMB works best when it works together. I have seen the power of the institution through the development of the Cyber National Action Plan that was recently announced in the President's FY2017 budget. By bringing the resources of the management and budget teams together, OMB was able to successfully roll-out a plan to address some of our most important cybersecurity needs.

Another example is that the President's Management Council (PMC) can be a powerful tool for implementing cross-agency goals. Whether through the recent "cyber sprint" or the President's Executive Order on Senior Executive Service reform, the council can be key to effective implementation when it is engaged strategically.

8. Please briefly describe the type of work you did as Deputy Vice President for Compact Implementation at the Millennium Challenge Corporation.

My work at MCC included the following activities: (1) overseeing \$2.5 billion of grants in six partner countries: Lesotho, Malawi, Mozambique, Namibia, Tanzania and Zambia; (2) supporting partner countries in designing and implementing large-scale infrastructure projects that support economic growth, including the following: \$750 million in the water sector increasing water supply, sanitation and drainage; \$550 million in transportation sector building roads and airports; \$500 million in the energy sector increasing generation, transmission, and distribution and \$250 million in the health and education sector building clinics, schools, and libraries; (3) managing MCC's relationship with key partner country counterparts, including heads of state, ministers, ambassadors, as well as other major stakeholders including the U.S. Congress, private sector, and non-governmental organizations; (4) directing strategy, finance, personnel, administration and oversight of MCC's 45-member regional staff and 350-member partner country regional staff; and (5) supervising risk analysis and management of MCC's grants regarding standards on asset quality, financial management, procurement, and economic, environmental and social impacts.

9. Please briefly describe the type of work you did as Executive Secretary at the Department of Treasury.

My work at the U.S. Treasury Department included the following activities: (1) advised and briefed the Secretary of Treasury (Secretary Geithner) daily on a range of policy, management, and communications issues; (2) managed and evaluated written information prepared for the Secretary covering a range policy issues, including the Financial Stability Plan and the G20; (3) worked to incorporate the views of relevant senior advisors were reflected in policy development process so that Secretary received high-quality inputs for departmental and policy management; (4) engaged in a variety of special projects, including management and preparation of Congressional testimony, annual department budget requests, Continuity of Government (COG) programs, and senior personnel recruitment and retention; and (5) directed and managed the 18-person staff of the Office of the Executive Secretary, including offices of Litigation and Legislative Review, and Correspondence and Records Management.

10. Please briefly describe the type of work you did as a Senior Associate for Booz Allen Hamilton.

My work at the Booz Allen Hamilton included the following activities: (1) served on senior management team for international trade and investment practice group responsible for projects with \$180M contractual value, \$41M annual revenues and 200

staff, including directly managing projects and client engagements ranging from \$2-18M for clients in US, Africa, Asia, Europe and Latin America; (2) advised on development policy and implemented programs for international institutions, including U.S. Agency for the International Development, Millennium Challenge Corporation, U.S. Trade Representative, US Trade Development Agency, World Bank, International Finance Corporation, Inter-American Development Bank and other development institutions; (3) supervised business development activities, including: a) initial feasibility review and competitive analysis; b) financial due diligence; c) financial modeling and pricing strategies for projects from \$2-30M; d) consortium negotiations; e) strategic approach and proposal design; and f) project memoranda; and (4) edited and supervised policy reports on economic growth and international trade issues, including World Trade Organization, Free Trade Agreements, and emerging market investment climate.

11. Please briefly describe the type of work you did as an Assistant to the Chief of Staff at the Department of the Treasury.

My work at the U.S. Treasury Department from 1995-1997 included the following activities: (1) organized and coordinated strategic planning and management of the Secretary's priority issues; (2) worked with general counsel's office on issues involving policy, regulatory actions, legislation, and ethics; (3) reviewed speeches, testimony, and briefing memoranda for the Secretary, Under Secretary, and Chief of Staff on policy actions and events, including Mexico-U.S. bilateral issues, the annual Economic Report to the President, 1998 budget, strategic planning, and confirmation hearings; and (4) assisted in managing and coordinating the Secretary's initiatives, policy development and events with various offices, including general counsel, international affairs, legislative affairs, and public affairs.

III. Role of Deputy Director for Management, OMB

12. What do you consider to be the mission of OMB, and what would you consider to be your role and responsibilities if confirmed as the DDM of OMB?

The core mission of OMB is to serve the President of the United States in implementing his vision across the Executive Branch, including: (1) budget development and execution, a significant government-wide process managed from the Executive Office of the President and a mechanism by which a President implements decisions, policies, priorities, and actions in all areas (from economic recovery to health care to energy policy to national security); (2) management — oversight of agency performance, Federal procurement, financial management, and information/IT; (3) coordination and review of all significant Federal regulations by executive agencies, to reflect Presidential priorities and to ensure that economic and other impacts are assessed as part of regulatory decision-making, along with review and assessment of information collection requests; (4) legislative clearance and coordination (review and clearance of all agency communications with Congress, including testimony and draft bills) to ensure consistency of agency legislative views and proposals with Presidential policy; and (5) Executive Orders and Presidential Memoranda to agency heads and officials, the mechanisms by

which the President directs specific government-wide actions by Executive Branch officials.

The DDM position was created by the Chief Financial Officers Act of 1990 and it also serves as the nation's first Federal Chief Performance Officer (CPO). The DDM oversees the management offices of OMB, which develop and execute a government-wide management agenda that includes information technology, financial management, procurement, performance, and human resources. In each of these areas, OMB's role includes not only administrative management functions, but also program and policy management (e.g., program delivery and outcomes). This role encompasses oversight of how agencies devise, implement, manage, and evaluate the statutory programs and policies for which they are responsible. These functions are essential parts of the policy and program direction that OMB provides.

13. Have you and OMB Director Shaun Donovan discussed what your role would be? If so, please describe how you view your role in light of those discussions. If you discussed specific programs or areas you will be working on, please identify those as well.

In my discussions with Director Donovan, he expects the Deputy Director for Management to work with him and other senior leaders as a team, and if confirmed, I am committed to doing so. In particular, I would work closely with Director Donovan to implement the President's Management Agenda. I would also work closely with the Director to execute the FY 2016 budget that includes the President's Management Agenda, which sets goals for improving the effectiveness and efficiency of government, delivering results and improving government performance. I would look forward to collaboratively working with Director Donovan across the management and other offices within OMB, if confirmed.

14. How do you view your role as DDM in relation to OMB's statutory offices, such as the Offices of E-Government & Information Technology and of Information & Regulatory Affairs?

The management offices of OMB are comprised of four offices that oversee and coordinate the Administration's procurement, financial management, e-government, performance and personnel management, and information and regulatory policies. In each of these areas, OMB's role includes not only administrative management functions, but also program and policy management (e.g., program delivery and outcomes). This role encompasses oversight of how agencies devise, implement, manage, and evaluate the statutory programs and policies for which they are responsible. This responsibility is central to OMB's efforts to assist in agency strategic planning, goal-setting, performance measurement, information management, evaluation, and policy research. These functions are essential parts of the policy and program direction advice that OMB provides.

The Office of Information & Regulatory Affairs is a statutory office outside the management team's direct purview, and I view the DDM's role as working closely with

this office and others within OMB as they are related to improving the effectiveness and efficiency of government, delivering results and improving government performance.

15. Do you expect to take on the role of internal management at OMB? If so, what do you see as the major internal management challenges there, and how would you plan to address them? Please explain the system or standard you intend to use to measure success or identify problems.

OMB's internal management issues are under the purview of the Chief of Staff and the Associate Director for Management and Operations. As previously noted, Director Donovan expects the Deputy Director for Management to work with him and other senior leaders as a team, and if confirmed, I am committed to doing so on any internal management issues that require my attention.

16. The Government Performance and Results Act (GPRA), as updated in 2010 by the GPRA Modernization Act (GPRAMA), provides a framework for managing government-wide performance. If confirmed, how would you see your role in implementing the requirements of GPRAMA, including helping to enhance agency strategic and annual planning?

Building on the foundation established by the GPRA Modernization Act (GPRAMA), I believe the Administration has implemented a performance management framework that is delivering tangible performance improvements across Federal agencies. The Administration's emphasis on engaging leadership, setting priorities and regularly reviewing progress through the GPRAMA framework are based on proven, effective management practices in both public and private sectors. OMB plays a lead role in implementing this important cross-government program, and, if confirmed, I would work with agency leadership to ensure the performance management framework is being actively used to drive agency management and decision-making, and would work to make improvements to the framework as needed to drive progress on results. Effective implementation of this performance framework is an important step in delivering a high-performance government for the American people.

Based on my experience, I believe it is essential that organizational leaders set priorities, and establish clear goals and metrics. At the Millennium Challenge Corporation, I managed oversight of MCC's East and Southern compacts, including overseeing and supporting countries implementation of infrastructure and policy-related projects, working across the organization and sectors (education, finance, infrastructure, agriculture, and health) to strengthen management and performance functions in order to ensure the successful implementation of compact projects. In my experience, I have learned that to be effective, any performance management system must start with the sustained commitment of top leaders and clarity on their few top priorities. By focusing leadership attention on tracking performance against these key goals and metrics, cascading that focus throughout the organization and making results transparent to all

stakeholders, I believe we can make noticeable improvements in government performance.

17. GPRAMA seeks to improve collaboration on performance measurement and evaluation among agencies, which is necessary to achieve common outcomes across the government. OMB is the focal point for overall management in the Executive branch agencies, so it plays a key role in providing leadership and direction to Federal agencies' collaborative efforts.

- a. What role, if any, should the OMB DDM play in ensuring that OMB focuses attention on additional areas in need of greater collaboration?

In addition to the specific statutory duties assigned by statute through GPRAMA, the DDM can and should play a strong role in ensuring that OMB focus attention on additional areas in need of greater collaboration. OMB currently does through existing mechanisms such as the President's Management Council and the second term management agenda. These efforts complement the GPRAMA. Further, OMB can and should play a strong role in emergent issues where collaboration is necessary, such as Federal Information Technology Acquisition Reform Act implementation, the Administration's response to the Zika virus and the Cybersecurity National Action Plan.

- b. Do you believe that it is within the OMB DDM's purview to reinforce agency and individual accountability for collaborative efforts? If yes, how do you plan to do so if confirmed?

Yes, I believe it is within the OMB DDM's purview to reinforce agency and individual accountability for collaborative efforts. Providing opportunities for Federal program managers and performance professionals to share practices and build their own capabilities is critical to government-wide performance management efforts, and OMB has and will continue to provide support for initiatives that require collaboration across Federal agencies. For example, the Performance Improvement Council (PIC) at GSA has convened research, performance management, and program officials to develop ways to improve performance measures, validate their correlation with outcome data from program impact evaluations, and use data analytics to support more cost-effective decision-making. The PIC's Leaders Delivery Network, a leadership and cross-agency networking program designed for agency goal leaders, and the Collaboration Studio which provides a facilitative approach to cross-agency collaboration, are further illustrative of such efforts.

In addition to my role helping to improve collaboration and provide tools for agencies to produce improved results, the DDM also has an important role in both holding agency leaders accountable for improving results, and also ensuring they have in place mechanisms to hold managers throughout the agency accountable for results. The President's Management Council is also a productive forum to reinforce

agency accountability and collaboration with senior leadership. The agency Deputy Secretaries and leadership are key to driving their agency accountability.

18. What are the major challenges facing OMB? What objectives would you like to achieve in your tenure as DDM? How do you propose to address these challenges and objectives?

Having worked as an Associate Director for General Government Programs and focused on agency budgets and policies, and now serving as a Senior Advisor, I believe that OMB is a high performing organization that is comprised of very talented and highly motivated employees. However, since FY 2010, OMB's staffing levels declined by 7 percent. During this time, OMB has continued to take on additional responsibilities such as overseeing spending transparency through implementing the Digital Accountability and Transparency (DATA) Act of 2014, improving the Federal permitting and environmental review process for major infrastructure projects through implementing the Fixing America's Surface Transportation (FAST) Act, coordinating the development and quarterly reviews of cross agency priority goals through GPRAMA, and improving Federal IT oversight and acquisitions through the Federal Information Technology Reform Act (FITARA), to name a few. If confirmed, my focus would largely be to ensure that our people have the resources and support they need to fully implement these important responsibilities.

19. Please describe how your abilities, background, training, and experience qualify you for the position of DDM of OMB.

My background, abilities, and experience in my public and private sector career qualify me to be the DDM, if confirmed. These include my senior leadership role at OMB over the past two plus years, including Associate Director of General Government Programs where I worked with six Cabinet agencies among others on a wide variety of budget and policy issues. This experience also includes my role as Senior Advisor for Management, where I advise the Director on the President's Management Agenda that includes information technology, financial management, procurement, performance, and human resources. Additionally, my experience in senior leadership roles -- at the Millennium Challenge Corporation, where I managed oversight \$2.5 billion grant portfolio, and the U.S. Treasury Department, where I served on the senior management team during the financial crisis -- has prepared me for the role. Additionally, my experience at these Federal agencies not only provided substantive senior leadership experience but also relevant experience as to how OMB best works with agencies to achieve broader Federal mission. Further, my work at the Booz Allen Hamilton included leadership and management development as detailed below, and also relevant experience for the DDM position, if confirmed, as to how the federal government buys goods and services.

IV. Policy Questions

20. How can OMB work to ensure that the Federal Government is more effective and supportive of economic growth?

OMB works to drive the President's commitment to driving lasting change in how government works, so that it will not only better deliver services for citizens, but will also use taxpayer dollars more efficiently. To do this, OMB has been working to implement The President's Management Agenda which has four pillars: 1) Effectiveness—delivering a Government that works for citizens and businesses; 2) Efficiency—increasing quality and value in core operations; 3) Economic Growth—opening Government-funded data and research to the public to spur innovation, entrepreneurship, and job opportunities; and 4) People and Culture—unlocking the full potential of today's Federal workforce and building the workforce we need for tomorrow.

The Administration is executing the President's Management Agenda through Cross-Agency Priority (CAP) Goals, which were introduced by this Administration to improve coordination across multiple agencies to help drive performance on key priorities and issues. Performance for each CAP goal is regularly tracked throughout the year and goal teams are held accountable for results, which are updated quarterly on Performance.gov. An example of progress for the Open Data CAP goal, which is focused on economic growth to make data more accessible and useful to innovators and startups includes the release of over 75,000 data sets, with 67,000 released in the last year alone.

Furthermore, the Agency Priority Goals span policy areas from economic growth to veterans' benefits to international affairs and energy - issues which impact the lives of every American.

21. How can OMB increase quality and value in core government operations and management to enhance productivity for the American taxpayer?

OMB is focused on implementing the President's Management Agenda, which focuses on improving Government efficiency to maximize the value of Federal spending. Two examples include the Administration's Cross Agency Priority Goals focused on Shared Services and Category Management.

On Shared Services, agencies are moving toward the use of shared services in an effort to reduce duplication of core administrative services. For example, HUD has transitioned many of its core financial management functions to the Department of the Treasury. With this increasing shift toward using Shared Service Providers, the Administration is taking steps to better manage this emerging practice. To support an enterprise-wide approach to shared services, in October 2015 the Administration established a cross-function management and oversight structure comprised of an Interagency Shared Services Governance Board (SSGB) and a Unified Shared Services Management (USSM) office within GSA. Led by the SSGB and USSM, stakeholders from across the government will work together to manage and oversee mission-support shared services with an initial scope of acquisitions, financial management, human resources, travel and information technology.

Since 2009, the Administration has led efforts to streamline and strengthen the Government's procurement process through smart buying practices, resulting in nearly

\$2 billion in savings to date. To build on these efforts, in 2014, the Administration launched the Category Management initiative to further streamline and manage the Federal Government's vast goods and services more like a single enterprise – leading to big savings, better efficiencies, and improved performance. For example, just one month after OMB issued a new category management policy on laptops and desktops that included standard configurations, several vendors dropped their prices for the standard configurations by 50 percent.

22. What are the most important steps that OMB can take to enable the Federal Government to perform its essential functions more efficiently and for less cost? Please explain any system or standard you intend to use to measure success or identify problems with government operations.

I believe that OMB should continue prioritizing the regular collaboration between evaluation, performance measurement, and performance management teams, broadly and often, to facilitate continuous improvement in programs as well as to identify best practices and effective new approaches that can be shared with organizations delivering services funded with Federal dollars. Furthermore, OMB's efforts in the designation of Cross-Agency Priority (CAP) Goals, and its leadership in working with agencies and offices within the Executive Office of the President to drive progress on these cross-cutting goals is one such example of where we see successes being realized as agencies work together to break down silos and collaborate across organizations.

I also believe that the FedStat Review sessions between OMB and CFO Act agencies successfully aligned multiple management reviews, along with various agency specific data driven reviews such as PortfolioStat, TechStat and CyberStat are excellent ways to work collaboratively with agencies and use data to drive problem solving and improve processes and performance.

23. What do you see as the top priorities in terms of management challenges facing the Federal Government, and, if confirmed as DDM, what would you do to address those challenges?

I believe working together to break down silos and collaborate across agencies as well as using data to ensure successful implementation of policies are natural challenges for the Federal government. OMB has been leading the Administration's efforts to drive change in both areas through implementing key aspects of the GPRAMA, including the Agency Priority Goals and Cross Agency Priority Goals, along with using the Benchmarking initiative which has focused on harnessing data and using this to help agencies collaborate and implement goals.

The eight management CAP Goals have been set to achieve some of the most pressing management priorities within the Federal Government, including delivering world-class customer service to the American people, smarter IT, expanding shared services across Federal agencies, and modernizing the Federal infrastructure permitting and review process for major infrastructure projects, to name a few.

If confirmed, I would continue to work with agencies to implement the CAP Goals, including the practice of regularly holding data-driven reviews on progress and coordinate across the EOP and agencies to produce results.

24. How can OMB efforts to improve government be integrated with the budget process and with the work of congressional authorizing and appropriating committees?

As noted, I believe OMB works best when it works together. During my time as Associate Director of General Government Programs I saw several places where this worked well, such as through the development of Agency Priority Goals (APGs) and Cross Agency Priority (CAP) Goals which are set concurrent with the budget process.

Furthermore, through the FedStat process, OMB worked collaboratively with agencies to identify key issues and priorities that would inform the President's Budget. Some examples include asking agencies to focus on freezing or reducing the Federal real property footprint, enhancing or moving to shared services, implementing the Digital Accountability and Transparency Act of 2014 (DATA Act) and the Federal Information Technology Acquisition Reform Act (FITARA).

If confirmed, I look forward to working with agencies and Congress to better integrate management improvement efforts with the budget process.

25. Please explain how you believe OMB should ensure agencies comply with OMB's government-wide initiatives.

As noted, OMB works with agencies to implement the President's Management Agenda and other core priorities through the Cross-Agency Priority (CAP) Goals along with the various data driven reviews such as FedStat, PortfolioStat, TechStat, and others. Furthermore, the DDM chairs the interagency President's Management Council along with other various councils such as the Chief Financial Officer Council, Acquisition Council, and Chief Information Officer council. As chair of these Councils, the DDM is able to advance progress and ensure accountability on various government-wide initiatives with senior agency leadership. If confirmed, I would seek to use these councils as forums to drive progress and accountability with agencies.

26. Since 2005, the U.S. Government Accountability Office (GAO) has recommended that OMB develop and implement a framework for conducting performance reviews of tax expenditures which, in recent years, represents an estimated one trillion dollars in foregone revenue. In 2015, GAO also recommended that OMB designate tax expenditures as a type of program and include relevant information about each expenditure in future inventories. What is your view of these government performance recommendations? Should OMB implement them? Please explain.

I know that OMB recognizes the importance of tax expenditures, and changes in tax expenditures are considered as one of the options in achieving the Administration's

policy objectives as included in the President's Budget. The FY17 President's Budget includes many proposals that would change existing tax expenditures to raise revenue, eliminate ineffective or counterproductive tax expenditures, and enhance effective tax expenditures. The tax expenditure proposals in the budget further the Administration's goals of clean and secure energy, a world-class education for all Americans, and fairness in the tax code. OMB also prepares the Analytical Perspectives chapter on tax expenditures in coordination with the Office of Tax Policy at Treasury.

OMB has also provided agencies guidance to identify the contributing programs, including tax expenditures, for each strategic objective in their strategic plan, and will continue working towards including tax expenditures in agency program inventories as those inventories are developed.

Additionally, OMB has emphasized there are a number of barriers to the analysis of tax expenditures in the ways recommended by GAO, including limitations on data availability, analytical and methodological constraints, and a lack of analytical and operational capacity at OMB and agencies to implement GAO's recommendations. If confirmed, I would look forward to continuing to work with GAO and Congress to address these barriers and make continued progress in this area.

27. Strategic sourcing can yield significant savings by reducing the acquisition costs of federal agencies. OMB has issued several pieces of guidance on this issue in recent years.

- a. From a strategic sourcing perspective, what can be achieved in the remainder of this administration and what do you plan to do to institutionalize the current progress and continue momentum beyond 2017?

Strategic Sourcing has been, and will continue to be, a source of efficiencies and savings across the federal government. Between 2010 and 2015, close to \$500M in savings is attributable to Federal Strategic Sourcing Initiatives (FSSI). The FSSI team is currently updating the FY17 spend targets, and we expect to see continued growth in savings. The Office of Federal Procurement Policy (OFPP) team is also planning how to ensure that the FSSIs are linked with the appropriate newly appointed Category Manager, to ensure these sourcing solutions are fully integrated into the Category Management Initiative.

As the FSSI program evolved, OFPP recognized that focusing solely on strategic sourcing, or moving the government to a single contract and lowering unit cost price, was not taking full advantage of many other strategies to drive down total cost and improve performance. On December 4, 2014, OFPP released a plan that identified three overarching strategies to simplify the federal acquisition marketplace, one of which is to "buy as one through category management." This approach includes strategic sourcing, but also a broader set of strategies to drive performance, like developing common standards in practices and contracts, driving greater transparency in acquisition performance, improving data analysis, and more frequently using private sector (as well as government) best practices. As OFPP

moves toward institutionalizing Category Management, strategic sourcing is a part of that and if confirmed, I would seek to continue to work with them and support these efforts.

- b. Do you believe that any additional guidance on strategic sourcing from OMB is needed? Please explain.

As part of our major effort to drive category management government-wide, of which strategic sourcing is one strategy under this broader framework, OMB has issued a series of government-wide policies to drive the government towards smarter buying of IT. These new policies will achieve greater savings and efficiencies in how we buy PC's and software through a series of new measures, including developing new government-wide solutions in software, moving the government to fewer contracts for PCs, and implementing smarter demand management strategies like standard refresh cycles. OMB's team will be releasing additional policy documents on mobile devices, as well as other areas of spending as our category management effort matures.

28. Concerning Federal real property management, OMB has made a strong leadership commitment to addressing many challenges. However OMB has not specifically addressed the Federal Government's overreliance on leasing. What is your view on how OMB may provide important leadership to reduce unnecessary leasing and promote costs savings through ownership?

I believe it's important to get the right balance on leasing and ownership. Both strategies can be cost effective depending on the circumstances. My understanding is that small or short term leases, or leases in markets with high office space vacancies, are frequently the best cost option and provide operational flexibility. Further, it is my understanding that the Administration is aggressively seeking to eliminate leased space through the Reduce the Footprint policy's requirement for agencies to set annual targets for the reduction of office and warehouse space, GSA consolidation activities program, and agency line item projects to improve both condition and utilization of existing Federal space allowing agencies to exit leases in more costly markets.

It is also my understanding that OMB is exercising its leadership role through several ongoing actions. First, the Administration continues to prioritize targeted investments in ownership as a key part of its portfolio strategy as reflected in the FY17 President's budget. For example, construction of the consolidated Headquarters facilities for the Department of Homeland Security headquarters is one of the Administration's highest real property priorities. The DHS/GSA Enhanced Plan for consolidation for the St. Elizabeth's campus will reduce the number of DHS locations in the National Capital Region from more than 50, many of which are leased, to fewer than 10. Additionally, the Enhanced Plan will result in a 1.8 million square foot reduction and a \$4.2 billion estimated cost savings to the Government, on a present value basis, over 30 years, provided appropriations are made to implement the plan on schedule.

Second, I believe the Administration has proposed a robust capital program within GSA's Federal Buildings Fund to ensure that GSA can exercise opportunities, both big and small, to consolidate into federally owned space. As I mentioned previously, the FBI and DHS headquarters consolidations are the flagship examples of consolidating long term needs into owned space. The effectiveness of this initiative has been hindered by the lack of annual appropriations to the GSA Federal Buildings Fund to undertake construction projects; from fiscal years 2011-2015, Congress has appropriated to the FBF a total of \$5.3 billion less than the level of rent collections. This shortfall has had a significant impact on the GSA capital program and its ability to construct owned facilities to facilitate exiting from leases. On a positive note, as part of the FY 2016 spend plan for repair and alterations, GSA will be modernizing several floors of the Javitz Federal Building in New York City to bring Federal agencies into this owned building and out of leased space. When the renovation action is completed, the Federal government will see a reduction of more than \$13 million in lease payments to the private sector.

Third, the "Reduce the Footprint" policy requires that agencies set annual reduction targets for office and warehouse space. As existing leases expire, these operations can be consolidated into owned property when available to help agencies meet their annual reduction targets. The CFO Act agencies have identified over 20 million square feet of office and warehouse space for disposal over the next five years, much of which is leased space.

Finally, in the FY17 Budget, the Administration proposes to use \$75 million in Federal Building Fund monies to execute office space consolidations into owned space. This request is the continuation of a program that began in FY14. In that fiscal year, GSA implemented its Consolidation Activities special emphasis program, aimed at helping agencies reduce their reliance on costly leased space to meet long-term housing requirements by developing strategies to use space more efficiently and maximize use of the existing federally owned inventory. Through its FY 2014 and FY 2015 Consolidation Activities projects, GSA is helping its partner agencies reduce space by 800,000 rentable square feet and reduce agency rent payments to GSA by \$36 million and reducing GSA payments to private lessors, avoiding future lease payments totaling an estimated \$76 million annually.

29. Most Federal agencies have similar administrative functions that require the investment of increasingly scarce resources. GAO has previously reported on many areas that appear to be duplicative, overlapping, or fragmented and has suggested that agencies could increase their efficiency and effectiveness by consolidating their management functions.
 - a. What actions will you take to improve shared services across the federal government, and thereby reduce fragmentation, overlap, and duplication, as well as achieve cost savings?

I appreciate GAO's work to identify areas of duplication, overlap, or fragmentation in the Federal Government. My understanding is that while work remains, Executive Branch agencies are making progress in areas as diverse as food safety, veteran's

homelessness, and financial literacy. If confirmed, I would ensure OMB is playing a role in facilitating coordination across agencies that have overlapping and duplicative programs, and when necessary, holding agency leaders accountable for making progress.

Furthermore, as part of the President's Management Agenda, the Administration has also prioritized and scaled Shared Services as a Cross Agency Priority goal with the intention of enhancing government efficiency by encouraging agencies to work together to deliver support functions, such as financial management and human resources. I understand that last fall OMB and GSA established the first-ever government-wide shared services Management and Oversight operating model for mission support functions. A key component of this is the newly established Unified Shared Services Management (USSM) office at the General Services Administration. The USSM will provide a consistent enterprise-wide strategy to administrative shared services and consolidate the multiple shared service initiatives that are currently managed independently. Prior successes in financial management and human resources will be leveraged to expand shared services to acquisitions, grants, and information technology. If confirmed, I would seem to ensure that this effort is supported and continues.

Lastly, I would ensure that OMB is playing a role in facilitating coordination across agencies that have overlapping and duplicative functions, reduce the barriers that prevent increased shared services adoption, and hold agencies accountable for making progress.

- b. As part of the President's Management Agenda your predecessor engaged agencies in a benchmarking/FedStat process to examine the efficiency and quality in which they delivered key capabilities to the organization. Do you plan to continue this process?

Yes. I believe that the FedStat Review session between OMB and CFO Act agencies successfully aligned multiple management reviews - PortfolioStat, Benchmarking, and Strategic Reviews - with the President's Management Agenda focusing on efficiency and effectiveness.

I participated in this process last year as OMB's Associate Director for General Government, and if confirmed, look forward to continued work with agencies on data driven decision making.

- c. To what extent will Congress be briefed on the performance and the results made public?

The Administration is committed to transparency, and progress on the President's Management Agenda and other Cross-Agency Priority (CAP) goals is reported quarterly on Performance.gov. OMB has already briefed several Members and Committees on this topic and will continue to work with Congress to ensure that Congress has the information it needs.

30. In March 2014, OMB designated shared services as a Cross Agency Priority (CAP) goal. What steps will you take to ensure progress is made on the shared services CAP goal?

If confirmed, I am committed to engaging with congressional committees to gather views on all Cross Agency Priority Goal areas, including the Shared Services CAP goal.

For each CAP Goal – including the Shared Services CAP goal – Goal Leaders are designated and held accountable for leading implementation efforts to achieve a goal. Goal Leaders lay out strategies and action plans to achieve the goal, manage execution, regularly review performance, engage others as needed and make course corrections as appropriate. The DDM holds regular data-driven reviews with CAP Goal teams and ensure quarterly progress is publicly reported on Performance.gov. If confirmed, I would continue to implement these efforts as they are critical to driving progress.

OMB is a co-leader for the Shared Services CAP Goal leaders, and the Administration is making progress on implementing this goal. OMB and GSA announced last October that a new cross-governmental Shared Services Governance Board, led by OMB, was established to serve as a body for the shared services ecosystem. Furthermore, GSA also launched a Unified Shared Services (USSM) office to serve as an integration body for the Shared Services ecosystem, to work across functions, providers and customers. If confirmed, I will look forward to helping drive progress for this important initiative.

31. At the beginning of each Congress, GAO publishes a "High-Risk List" identifying 32 government operations that are high risk due to their greater vulnerabilities to fraud, waste, abuse, and mismanagement or the need for transformation to address economy, efficiency, or effectiveness challenges.¹ Similarly, the GAO publishes an annual report identifying areas of fragmentation, overlap, or duplication in federal programs and activities with recommendations on how agencies can reduce or eliminate unnecessary fragmentation, overlap and duplication in these programs. OMB has a critical role in helping agencies address these issues, especially ones that cut across multiple agencies.
- a. If confirmed as DDM, to what extent, if any, would you focus agencies' attention on those programs on the High Risk List and in the corresponding report, and what types of actions will you require agencies to take to address these issues?

OMB plays a key role in working with the Government Accountability Office (GAO) to ensure agencies are making progress on areas identified by GAO as "high risk." If confirmed, I would continue these efforts by working regularly with GAO, agency leadership, and Congress to support areas where progress is ongoing, help OMB and agencies prioritize as needed, and focus on troubleshooting outstanding challenges.

In particular, I would focus first on those areas where OMB has a critical government-wide leadership role, including statutory responsibilities. In addition, I would continue to convene discussions between OMB, GAO, and agency leadership

¹ High-Risk Series, GAO 15-290 (Feb. 11, 2015), <http://www.gao.gov/products/GAO-15-290>.

to assess the capacity needed to address problems, agency action plans, and progress in implementing corrective measures.

- b. Please identify the programs on the high-risk list or in annual report that you feel you can be most effective in addressing.

I would focus first on those areas where OMB has a critical government-wide leadership role, including statutory responsibilities. For example, there is an opportunity for OMB to lead efforts to address high-risk issues such as "Improving the Management of IT Acquisitions and Operations" and "Ensuring the Security of Federal Information Systems and Cyber Critical Infrastructure and Protecting the Privacy of Personally Identifiable Information"

32. In the past the OMB DDM, agency leadership, and the Comptroller General of the United States have met to discuss progress on specific areas that have been identified by GAO's High-Risk List. These meetings have been very helpful to monitoring progress, pinpointing areas needing additional attention and focusing accountability. Are you committed to continuing those meetings?

Yes, if confirmed, I would continue to convene a meeting with OMB, GAO, and agency leadership to assess the capacity needed to address problems, agency action plans, and progress in implementing corrective measures.

33. Congress has recently passed several laws aimed at increasing cybersecurity at Federal agencies, including the Federal Information Security Modernization Act of 2014 and the Federal Cybersecurity Enhancement Act of 2015. OMB, too, has demonstrated an increased level of attention to the networks, systems, and data at civilian agencies through recent actions such as the 30-Day Cybersecurity Sprint, the October 30th Cybersecurity Strategy and Implementation Plan, the establishment of a Federal Chief Information Security Officer, and other actions under the Cybersecurity National Action Plan.

- a. If confirmed, how do you plan to make progress in implementing these requirements and initiatives for the remainder of 2016?

In accordance with FISMA, OMB is responsible for the oversight of Federal agencies' information security policies and practices. While agencies share the responsibility for Federal cybersecurity, the need for coordination across the Federal Government has grown in order to keep pace with increasing threats. Accordingly, OMB works to ensure that agencies are equipped with the proper tools and processes needed to enhance their cybersecurity capabilities. In FY 2015, using Information Technology Oversight and Reform (ITOR) funding, OMB established the OMB Cyber and National Security Unit (OMB Cyber) within the Office of Electronic Government, to expand its oversight of agency cybersecurity practices. OMB Cyber works to strengthen Federal cybersecurity through various actions – some of which include data-driven, risk based oversight of agency and government-wide cybersecurity

programs; issuance and implementation of Federal policies to address emerging IT security risks; and oversight of the government-wide response to major incidents and vulnerabilities to reduce adverse impact on the Federal Government.

Furthermore, in February 2016, the President directed his Administration to implement a Cybersecurity National Action Plan (CNAP), that takes near-term actions and puts in place a long-term strategy to enhance cybersecurity awareness and protections, protect privacy, maintain public safety as well as economic and national security, and empower Americans to take better control of their digital security. The plan directs the Federal Government, including OMB, to take new action now, and fosters the conditions required for long-term improvements in our approach to cybersecurity across the Federal Government, the private sector, and our personal lives.

If confirmed, I will commit to driving progress in this critically important area.

- b. If confirmed, what will you do to ensure that these efforts are successfully continued over into the next Administration?

Yes, if confirmed I will work to ensure that these efforts continued into the next Administration.

- c. Do you support GAO's further recommendations to OMB to: address agency cyber incident response practices in oversight of agency information security programs; and collaborate with stakeholders to enhance reporting guidance for the inspector general community?² Please explain.

Yes, we concur with GAO's recommendations, and OMB is in the process of implementing policies to address those recommendations. Regarding the incident response practices, OMB published M-16-03 on October 30, 2015, and M-15-01 in October 2015, which provided guidance to agencies about reporting incidents, including those involving personally identifiable information, in accordance with Federal Information Security Modernization Act of 2014 (FISMA). OMB also continues to drive performance and ensure agencies implement incident response practices through CyberStat engagements. In FY 2015, the OMB Cyber and National Security Unit (OMB Cyber) completed 14 CyberStats. In FY 2016, OMB Cyber is currently on pace to complete 24 CyberStats – in large part thanks to an increase in ITOR funding. Additionally, OMB Cyber, in coordination with DHS, continues to work with the Council of the Inspectors General on Integrity and Efficiency (CIGIE) to enhance reporting guidance for the Inspectors General

34. In M-15-14, the policy memo from the Director implementing much of FITARA, agencies had until December 31, 2015 to complete their FITARA Implementation Plans and those approved plans were to be presented on their public websites within 30 days. However, some agencies still do not have their plans posted online. Do you know what is

² See GAO 15-290, *supra* 2.

causing these delays and what would you do, if confirmed, to help ensure agencies are implementing the law?

I am happy to report that most of the CFO Act agencies have received OMB approval of their FITARA implementation plans. Currently, OMB is working directly with leadership of the remaining 3 agencies to resolve outstanding issues preventing approval. As you have indicated, many of the plans have already been posted publicly including NSF, USDA, EPA and SBA's implementation plans. We expect that the remaining approved plans will be posted online very shortly in order to meet their 30 day posting deadline.

35. Last year OPM suffered a significant cyber breach of highly sensitive information on millions of Federal employees, contractors, and others. For years, the GAO has included Federal information security on its High-Risk List and has made hundreds of recommendations to Federal agencies to improve security controls that have not yet been implemented.³ If confirmed, what will you do to ensure that agencies take the appropriate steps to implement GAO's recommendations and reduce the risk of another significant breach similar to that incurred by OPM?

As noted, OMB plays a key role in working with the Government Accountability Office (GAO) to ensure agencies are making progress on areas identified by GAO as "high risk." Recognizing that Federal information security has been on this list, OMB has been working to implement FISMA, and to ensure that agencies are equipped with the proper tools and processes needed to enhance their cybersecurity capabilities. In FY 2015, using Information Technology Oversight and Reform (ITOR) funding, OMB established the OMB Cyber and National Security Unit (OMB Cyber) within the Office of Electronic Government to expand its oversight of agency cybersecurity practices. Furthermore, the President launched the Cybersecurity National Action Plan which includes actions dedicated to safeguarding information security. If confirmed, I would continue these efforts by working regularly with GAO, agency leadership, and Congress to support areas where progress is ongoing, help OMB and agencies prioritize as needed, and focus on troubleshooting outstanding challenges.

In particular, if confirmed, I would focus first on those areas where OMB has a critical government-wide leadership role, including statutory responsibilities. In addition, if confirmed, I would continue to convene discussions between OMB, GAO, and agency leadership to assess the capacity needed to address problems, agency action plans, and progress in implementing corrective measures.

36. The Federal government collects and maintains significant volumes of Personal Identifiable Information (PII) on Federal employees, and American citizens and residents. If confirmed, how will you work to assure that Federal agencies are fully protecting the privacy of the PII they collect and maintain?

³ See GAO 15-290, *supra* 2; see also *High-Risk Series*, GAO 13-283 (Feb. 14, 2013), <http://www.gao.gov/products/GAO-13-283>.

OMB is leading a comprehensive review of OMB guidance with respect to privacy and we are in the process of updating key OMB circulars and memoranda. Most significantly, we are updating OMB Circular A-130, Managing Information as a Strategic Resource. This Circular (last updated in 2000) will update the Federal Government's general policy for the planning, budgeting, governance, acquisition, and management of information and IT resources. The Office of Electronic Government has the lead on this effort.

In February 2016, the President signed an Executive Order directing OMB to establish a Federal Privacy Council to develop best practices for privacy program implementation across the Federal Government and convene privacy leaders to share ideas, coordinate efforts and more efficiently leverage resources. If confirmed, I look forward to supporting this important effort.

37. Concerning PII, should OMB track the internal, unauthorized access of PII at Federal agencies? How could OMB utilize this information to better protect the data of millions of Americans?

Currently, Federal agencies report incidents to the Department of Homeland Security's U.S. Computer Emergency Readiness Team (US-CERT). This includes "unauthorized access" which is defined as "when individual gains logical or physical access without permission to a Federal agency network, system, application, data or other resource." US-CERT tracks these incidents and OMB provides this information to Congress in OMB's annual FISMA report. All of the information regarding incidents tracked by US-CERT is used by OMB when developing policies. To better protect the data of Americans, this year OMB is in the process of updating our guidance on how agencies should respond to incidents that involve PII and part of that process is examining the data from US-CERT and exploring whether US-CERT should collect additional information in the future that will help us in our policy-making role.

38. The Digital Accountability and Transparency Act of 2014 (DATA)⁴ holds considerable promise for improving the transparency and accountability of Federal spending data, but to achieve this, the Federal Government needs to address complex policy and technical issues. GAO recommended in January 2016 that to help ensure that agencies report consistent and comparable data on Federal spending, OMB should provide agencies with additional guidance to address potential clarity, consistency, or quality issues with the definitions for specific data elements including Award Description and Primary Place of Performance and that they clearly document and communicate these actions to agencies providing this data as well as to end-users.⁵ In response to the report, it was noted that "OMB will continue to standardize additional data elements were appropriate through the data standards governance process and, to the extent applicable, regulatory processes. Further, OMB will continue its collaboration and partnership across federal and non-

⁴ Pub. L. 113-101 (2014).

⁵ DOE, DOD, and HHS Need Better Guidance for Participant Activities, GAO 16-128 (Jan. 20, 2016), <http://www.gao.gov/products/GAO-16-128>.

federal stakeholders to identify and address needs for additional policy guidance or clarifications to existing policies.”

- a. What further steps can OMB take to ensure that GAO’s recommendations in this regard are addressed in a complete and timely manner?

I understand that this Administration is working hard to increase Federal spending transparency through efforts to meet not only the requirements of DATA Act implementation, but also the underlying shared goals of the DATA Act. In accordance with the Act, OMB and Treasury issued data definition standards for USAspending.gov last summer. These 57 data definition standards were developed through a yearlong process, during which OMB and Treasury consulted with representatives from the federal councils and lines of business to discuss how agencies use these data elements in their operations, as well as non-federal stakeholder communities, including recipients, open government groups, and industry. As for further steps during the standardization process, OMB and Treasury learned of some areas in which agencies could use more guidance and OMB will be issuing guidance to agencies to address these matters this year.

In addition, since the release of the GAO report, OMB and Treasury have been working with agencies to identify additional data elements which may benefit from further clarification. It is my understanding that over the coming months, OMB will continue to collaborate with agencies to identify and address these areas through appropriate forms of guidance.

- b. What improvements are needed, if any, to ensure that the governance structure established can effectively address concerns regarding data standards requirements in the future?

It is my understanding that the current governance structure for DATA Act implementation includes cross agency councils which are leveraged to pull together the input across Federal grants, procurement, budget, performance, and financial communities. Moving forward, I believe an ongoing governance structure will be needed to be maintained to address data display and any changes or additions to the current set of reporting elements. As OMB and the Department of Treasury collaborate on the design of the governance of the data standards, it is my understanding that one of the goals is to maintain the robust engagement from multiple stakeholders that currently exists for DATA Act. The Department of Treasury and OMB are currently working to analyze the current governance structure and develop recommendations for a future structure. If confirmed, I will work closely with the Department of Treasury on this effort so that we can continue to collaborate and make progress on this important effort.

39. Also in January 2016, GAO recommended that, to ensure Federal agencies are able to meet their reporting requirements and timelines, OMB take steps to align the release of finalized technical guidance, including the DATA schema and broker, to the

implementation time frames specified in the DATA Implementation Playbook.⁶ What steps can OMB take to ensure that GAO's recommendations in this regard are addressed in a complete and timely manner?

It is my understanding that OMB will continue to collaborate with Treasury on key decisions, which are necessary for the release of both the final technical schema and the forthcoming OMB policy guidance. In order to address GAO's recommendation and deliver more complete, timely guidance to agencies, OMB and Treasury are continuing to work with agencies to understand areas where more guidance is needed and working to prioritize these areas based on agency feedback.

40. In Fiscal Year 2014, GAO's government-wide estimate of improper payments was \$124.7 billion, attributable to 124 programs across 22 agencies including Medicare, Medicaid, and the Earned Income Tax Credit. During the last few congressional sessions, our Committee has written and seen enactment of laws to ensure the detection, prevention and recovery of improper payments across the federal government. While most agencies are in compliance with the improper payments laws, some are still working to meet the challenge. For example, the Department of Defense has yet to even determine a complete estimate of improper payments, despite years of attempts.

- a. How can OMB continue to work with agencies to reduce improper payments?

OMB is committed to addressing this problem and lowering improper payments. Addressing improper payments has been and continues to be a central component of the Administration's overall efforts and OMB is working closely with programs on numerous fronts. If confirmed, I would look forward to helping to support this important effort.

It is my understanding that recent OMB guidance highlighted more detailed root cause categories to help aid programs in breaking out the reasons behind their improper payment estimates. It is my understanding that OMB is working closely with agencies to help them make any additional improvements to corrective actions based on these new more detailed reporting categories. I would like to use these new breakouts to help agencies target their corrective action plans and ensure that they are addressing the true root causes of improper payments.

There is compelling evidence that investments in administrative resources can significantly decrease the rate of improper payments and recoup many times their initial investment. That is why this Administration has always proposed in each Budget to make significant investments in activities to ensure that taxpayer dollars are spent correctly. If confirmed, I will ensure that we continue to explore ways that OMB can help with the reduction of improper payments.

It is my understanding that prior successes reducing improper payments was achieved by working with Agencies, the Inspector Generals (IGs) and the Congress to

⁶ See GAO 16-128, *supra* 7.

strengthen accountability and transparency. I believe that this approach continues to have merit, and if confirmed, I will remain focused on actions like (1) annual reviews by agency IGs, (2) working together with the Congress to build and move forward critical program integrity initiatives, and (3) using cutting-edge technology to identify and prevent improper payments.

- b. How can OMB ensure that all federal agencies are in compliance with improper payments laws, including the recently enacted *Improper Payments Coordination Act of 2015*?

I believe that compliance with the laws and regulations that were put in place to help reduce improper payments is extremely important and is a vital piece of our strategy to improve payment accuracy within the Federal Government.

OMB works closely with agencies to ensure implementation of all laws and statutes, and successful implementation of IPERA and IPERIA has improved agency reporting of improper payments and codified the President's Do Not Pay Initiative with database matching and data analytics to prevent improper payments before making payments.

I understand that the FIPCA extended the availability of the Do Not Pay Initiative to states, and the judicial and legislative branches of the United States. The Administration looks forward to continued partnership with the Congress on efforts to reduce improper payments, and OMB is working with agencies to implement the recently enacted authorizations of the Do Not Pay Initiative for the legislative and judicial branches of the Federal government, and for states, to improve federally funded program integrity and achieve greater payment accuracy across the Government.

It is also my understanding that OMB has been meeting with numerous IGs throughout the year to discuss the IPERA compliance reports and also discuss other observations that the IGs had for their particular agency. In addition I understand that OMB provided two separate town hall events for IGs at the end of FY 2015 to outline the IPERA compliance requirements, how they linked with OMB guidance, and share observed best practices from various IG reports to help them get ready for their FY 2015 IPERA compliance reports which will be issued this May. The meetings with agency IGs and the town hall events helped solidify the importance of the OIG role in reducing the Government-wide improper payment rate. The agency IPERA compliance reports are a critical tool that can help the agencies identify areas for improvement around reducing their improper payments.

- c. Do you envision OMB leading new interagency initiatives to improve methods of detecting and preventing improper payments?

Yes.

41. Protecting whistleblower confidentiality is of the utmost importance to this Committee as whistleblowers provide an invaluable service to rooting out waste, fraud, and abuse within the Federal Government.

- a. How do you plan to implement policy within the agency to encourage employees to bring constructive suggestions forward without the fear of reprisal?

I believe that whistleblowers are important role in eliminating waste, fraud, and abuse in government, and should be afforded protections under law. If confirmed, I will work with OMB's leadership to ensure that OMB's whistleblower policy allows for constructive suggestions without fear of reprisal.

- b. Do you commit without reservation to work to ensure that any whistleblower within OMB does not face retaliation?

Yes, I will commit without reservation to work to ensure that any whistleblower within OMB does not face retaliation.

- c. Do you commit without reservation to take all appropriate action if notified about potential whistleblower retaliation?

Yes, I commit without reservation to take all appropriate action if notified about potential whistleblower retaliation.

V. Assistance

42. Are these answers your own? Have you consulted with OPM or any other interested parties? If so, please indicate which entities.

Yes, these answers are my own. I consulted with staff from OMB and the Administration in developing them.

**Chairman Ron Johnson
Supplemental Pre-hearing Questionnaire
For the Nomination of Andrew Mayock to be
Deputy Director for Management, Office of Management and Budget**

1. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

Yes, I agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if I am confirmed.

2. Do you agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if you are confirmed?

Yes, I agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if I am confirmed.

3. Do you agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if you are confirmed?

Yes, I agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if I am confirmed.

**Ranking Member Tom Carper
Supplemental Pre-hearing Questionnaire
For the Nomination of Andrew Mayock to be
Deputy Director for Management, Office of Management and Budget**

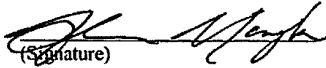
1. Do you agree without reservation to respond to any reasonable request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

Yes, I agree without reservation to respond to any reasonable request or summons to appear and testify before any duly constituted committee of Congress if I am confirmed.

2. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed?

Yes, I agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if I am confirmed.

I, Andrew Mayock, hereby state that I have read the foregoing Pre-Hearing Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.


(Signature)

This 8th day of March, 2016