

**NOMINATIONS OF KIRAN A. AHUJA,
ANTON A. HAJJAR, AMBER F. McREYNOLDS, AND
RONALD STROMAN**

HEARING

BEFORE THE

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

FIRST SESSION

NOMINATION OF KIRAN A. AHUJA TO BE DIRECTOR, OFFICE OF
PERSONNEL MANAGEMENT, AND ANTON A. HAJJAR,
AMBER F. McREYNOLDS, AND RONALD STROMAN TO BE GOVERNORS,
U.S. POSTAL SERVICE

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**NOMINATIONS OF KIRAN A. AHUJA,
ANTON A. HAJJAR, AMBER F. McREYNOLDS,
AND RONALD STROMAN**

THURSDAY, APRIL 22, 2021

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

The Committee met, pursuant to notice, at 10:16 a.m., via Webex and in room SD-342, Dirksen Senate Office Building, Hon. Gary C. Peters, Chairman of the Committee, presiding.

Present: Senators Peters, Carper, Hassan, Sinema, Rosen, Padilla, Ossoff, Portman, Johnson, Lankford, Scott, and Hawley.

OPENING STATEMENT OF CHAIRMAN PETERS¹

Chairman PETERS. The Committee will come to order.

Today we are considering the nominations of Kiran Ahuja to be Director of the Office of Personnel Management (OPM), and Anton Hajjar, Amber McReynolds, and Ron Stroman to be members of the U.S. Postal Service (USPS) Board of Governors.

Welcome to all of you. Thank you for joining us here today, and certainly congratulations on your nominations. Thank you for your willingness to serve in these roles to help ensure our government is working efficiently as well as effectively for the American people.

Ms. Ahuja, if confirmed as Director of the Office of Personnel Management, you will not only lead an agency of several thousand employees, but also serve as the Chief Human Resources Officer (CHRO) to millions of hardworking and dedicated public servants all across our government.

Over the last few years, OPM and our Federal workforce have faced many challenges.

This is an incredibly important position, and I believe your extensive public service experience, including as Chief of Staff at OPM, have prepared you well to lead this agency at what is, undoubtedly, a pivotal time for employees at OPM and throughout the Federal Government.

As you and I have discussed in the past, our Nation's civil service requires an experienced, independent leader who can rebuild confidence in OPM and provide a hopeful, innovative vision for the future of the Federal workforce.

Our dedicated public servants are on the front line, responding to an ongoing pandemic, protecting our national security, and deliv-

¹ The prepared statement of Senator Peters appear in the Appendix on page 37.

ering vital services to the American people each and every day. I look forward to hearing more about how you plan to lead this critical agency.

Mr. Hajjar, Mr. Stroman, and Ms. McReynolds, if confirmed, you will help lead the U.S. Postal Service, an essential public service for nearly 250 years, that countless Americans rely on for affordable and for reliable delivery of medications, financial documents, for running their small businesses, and so much more.

As you all know, the Postal Service and its dedicated workers continue facing unique challenges that have been compounded by the ongoing pandemic. And last year we saw service standards fall dramatically due to changes that were made without consulting Congress or even studying their possible effects.

Though the current situation has improved, the Postal Service continues to face enormous challenges in providing timely delivery and planning for its future.

Given these challenges, it is essential that nominees to the Board of Governors are qualified leaders who will focus on service and work with Congress to ensure that our postal workforce has the right support to deliver for the American people each and every day.

Mr. Hajjar, as a legal expert who has worked extensively on labor-management relations, you have a strong knowledge of how to forge compromises and understand the unique challenges faced by the Postal Service's large and diverse workforce.

Ms. McReynolds, as the chief executive of a nonprofit and former senior local government official, you are a proven leader who has experience working with a variety of stakeholder groups. From our conversations, it is clear to me that you are knowledgeable on how the Postal Service works with States, clients, and constituents to deliver mail all across our country.

Mr. Stroman, you are a lifelong public servant, and as former Deputy Postmaster General (PMG), you have deep operational knowledge of the Postal Service. You also have an extensive record of working across the aisle as the former head of Government Relations.

All of you have diverse and extensive leadership, public service, and legal experience that have prepared you to take on this new and challenging role, bring fresh perspectives, and address the challenges that the Postal Service faces.

I look forward to hearing more from each of you about your vision for improving the Postal Service, increasing accountability, and working to ensure that every American, including veterans, small business owners, rural residents, underserved communities, and seniors, can count on the Postal Service.

With that, I am going to move to swearing in witnesses. Ranking Member Portman will be here shortly. He will be giving an opening statement when he arrives. But we will move forward with the hearing now.

It is the practice of this Committee to swear in witnesses, so if each of you will stand and raise your right hand, please. Do you swear that the testimony that you will give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Ms. AHUJA. I do.

Mr. HAJJAR. I do.

Ms. MCREYNOLDS. I do.

Mr. STROMAN. I do.

Chairman PETERS. All of you have answered affirmatively. Thank you. You may be seated.

Our first nominee is Kiran Ahuja, who is nominated to be Director of the Office of Personnel Management. Ms. Ahuja currently serves as the Chief Executive Officer (CEO) of Philanthropy Northwest, a regional network of philanthropic institutions. After starting her career as a civil rights lawyer through the U.S. Department of Justice (DOJ) Honors Program, Ms. Ahuja went on to hold several leadership roles in government and in the nonprofit sector. Her public service includes serving as the founding executive director of the National Asian Pacific American Women's Forum, Executive Director of the White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI), and as Chief of Staff at OPM.

Welcome to the Committee. You may proceed with your opening remarks.

TESTIMONY OF KIRAN A. AHUJA,¹ TO BE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

Ms. AHUJA. Thank you, Chairman Peters, Ranking Member Portman, and Members of this Committee, for your gracious welcome. It is an honor to be considered by this Committee as President Biden's nominee for Director of the Office of Personnel Management.

I want to take a moment to recognize my husband, Javier Guzman, who I am pleased to have here with me today and to whom I owe a deal of gratitude for his ongoing support and encouragement.

Finally, I want to thank the Members of the Committee and their staff for taking the time to meet with me. If I am fortunate enough to be confirmed, I look forward to continuing our conversations and strengthening the relationship between OPM and this Committee.

It is with a degree of humility that I appear before you today. I am the daughter of Indian immigrants and very much a product of the American dream. My family came to this country in the early 1970s when I was 2 years old. My father was a trained psychiatrist who accepted an opportunity to serve in rural hospitals across the South at a time when there was great need and demand. My childhood was spent in small towns and cities across Georgia, Louisiana, and Florida where I learned how to build bridges with people from all walks of life. Those formative years were challenging at times, but thankfully, they also taught me adaptability, perseverance, resilience, and a sense of purpose that has informed and guided me every day since.

After graduating from Spelman College, a historically Black college (HBCU) in Atlanta, Georgia, and the University of Georgia School of Law, I answered an early call to public service beginning my career as a trial attorney at the U.S. Department of Justice

¹ The prepared statement of Ms. Ahuja appears in the Appendix on page 40.

through the Department's Honors Program. I went on to lead mission-oriented organizations of all sizes in the nonprofit and public sectors. This included a return to public service, first as the Executive Director of the White House Initiative for Asian Americans and Pacific Islanders responsible for increasing access to and participation in Federal programs, and later as Chief of Staff at the Office of Personnel Management.

During my time at OPM, I had the opportunity to witness firsthand the commitment, hard work, and dedication of the OPM staff and the Federal workforce. I worked alongside individuals who take very seriously their oath of public office and work every day to successfully fulfill their agency's mission. I believe people are and should be at the center of all policy decisions, and if I were fortunate enough to be confirmed, I would carry forward this guiding principle while working in service to the American public.

If confirmed, I pledge to protect our merit system principles, a bedrock of our civil service. It would be my mission to serve and support Federal employees and to restore, rebuild, and retool the Federal workforce. OPM will need to innovate to meet the modern needs of agencies with respect to recruitment, hiring, retention, engagement, and performance management. Of course, OPM also needs to honor Federal retirees by providing them the high level of service they deserve. OPM cannot do this alone, and if confirmed, I am committed to working with government partners—including Congress—to ensure OPM has the support and resources necessary to fulfill its mission and that the agency is held accountable to its obligations.

As I reflect upon the examples my parents set, I think about their extraordinary journey, work ethic, and commitment to underserved communities in Savannah, Georgia. My parents began their lives as refugees following the Partition of India, and despite all odds, my father obtained his medical degree. My father worked well into his later years, including starting a medical clinic for underserved Georgians in the inner city of Savannah. My mother also worked at the clinic. Though not a doctor, she was the heart and soul of the operation and fully embraced her role as a servant for public good. They also so embraced the culture and diversity of America that even during my mother's retirement, she taught country line dancing at the senior center. My Dad and the other husbands sat in chairs along the side of the room, while the women had a blast on the dance floor. I still get text messages from some of her students. And though they have both passed away, I hope their examples live on through my own commitment to public service and community engagement.

If confirmed, it would be an honor and the privilege of my professional career to return again to public service as OPM's Director. I thank the Committee for considering my nomination, and I look forward to working with you all.

I am happy to answer any questions you may have. Thank you very much.

Chairman PETERS. Thank you, Ms. Ahuja. Thank you so much for the opening comments.

Prior to moving to our other nominees and their opening statements, Ranking Member Portman, if you would wish to make an opening statement.

OPENING STATEMENT OF SENATOR PORTMAN¹

Senator PORTMAN. Thank you, Mr. Chairman. I really appreciate it. I apologize for being late. We have two hearings going on at the same time right now and three or four other things, and so I will keep my opening statement short except to say I enjoyed talking with all four of you, and I appreciate your willingness to serve. As I told you in our conversations, I think you are coming forward at a very consequential time.

We talked to Ms. Ahuja about the issues that affect the Office of Personnel Management right now, and we talked a little about some of your work previously in the cyber attacks and information privacy issues as well as just the need for us to deal with what the Government Accountability Office (GAO) has identified every year consistently as one of our huge challenges as a country, how to get our Federal workforce motivated and improve morale.

The OPM role in everything to do with human resources (HR) is important, but you are also providing technical guidance and support to agencies on a number of issues, including performance evaluation, development of workers, and overseeing the benefits program, of course, for millions of Federal employees. So it is an incredibly important time, and I look forward to your opportunity to answer some more questions today in addition to what we talked about in person.

The Board of Governors for the Postal Service is, as we talked about, kind of the board of directors for a private company. That is maybe the closest comparison. I know it is part-time, but I know it is also a huge time commitment, and all of you have had experience in one way or another touching on this issue.

Ms. McReynolds, with regard to mail-in ballots—and I appreciated our conversation and the nonpartisan way in which you have approached that issue. All of you in terms of your experience, Mr. Stroman probably the most experienced of any Board member in recent history, having worked at the Postal Service in various ways, including as Deputy. Of course, Mr. Hajjar, your work on the legal front, including working with the Postal Service Union.

So we have a lot of challenges, \$87 billion in losses over the past 14 years, now more than \$150 billion in unfunded liabilities, at the same time providing high-quality mail and package services to all Americans remains absolutely vital, and I know you understand that. So if confirmed, you are going to have a challenging road and a lot of tough issues. We will try to help you with some of those. Should you be confirmed, I know that the Chairman and I want to work on some of these issues as they related to legislative changes, but you are going to have a lot to do, including rate issues, on the Board, and we thank you again for your willingness to step up and look forward to the continued questions here today and the opportunity to move these confirmations forward.

Thank you, Mr. Chairman.

¹ The prepared statement of Senator Portman appears in the Appendix on page 39.

Chairman PETERS. Thank you, Ranking Member Portman.

Our second nominee is Anton Hajjar, to be Governor of the U.S. Postal Service. Mr. Hajjar has dedicated his life to the law. He currently serves on the Council of the American Law Institute where he advises as an expert on employment law, corporate governance, contracts, and property. He has practiced and held leadership roles at the firms Murphy Anderson and O'Donnell, Schwartz & Anderson, and he has a strong record of fighting for workers, including the hardworking, dedicated men and women of the Postal Service. His public service includes work on the National Labor Relations Board (NLRB), as a merchant seaman with the Military Sea Lift Command, and early in his career as a customs inspector.

Welcome to the Committee. You may proceed with your opening comments.

**TESTIMONY OF ANTON A. HAJJAR,¹ TO BE GOVERNOR, U.S.
POSTAL SERVICE**

Mr. HAJJAR. Thank you, Chairman Peters, Ranking Member Portman, and honorable Members of this Committee. Thank you for the privilege of appearing before you in connection with my nomination to be a Governor of the U.S. Postal Service.

At the outset, I want to extend my gratitude to my wife, Sandra. She has been most patient with my many distractions during the confirmation process while she has been recovering from knee replacement surgery, and to my children, Claire and Greg, who cared for Sandra while I was not available.

I would like to tell the Committee about my background and qualifications for this important role. I am the oldest of six children raised in a working-class family and the only person in my family to attend college. From an early age, my parents instilled in me the value of hard work. If my parents were still alive, I know they would be proud to see me appearing here today.

My interest in the Postal Service started at an early age when I was hired as a summer substitute letter carrier in high school. I was assigned to the Dyker Heights Station in Brooklyn, New York, serving in the same neighborhood where Dr. Anthony Fauci was raised. I was initiated into the ranks of letter carriers when I was bitten by a dog and needed medical treatment. I do not mention this lightly. Dog bites are a serious hazard for letter carriers.

After college, I worked for 3 years as a U.S. customs inspector assigned to the Bush Docks in Brooklyn. I also spent time working in factories, driving a truck and a taxi, serving as a hospital attendant and a janitor, among many other jobs. I was also a seaman in the United States Merchant Marine for a year.

Each of these roles exposed me to a wide variety of backgrounds and gave me a deep respect for working people. Based on my career path, it seemed almost inevitable that I would end up as a labor lawyer.

Upon graduating from Tulane Law School, I had the high honor of clerking for the eminent Judge John Minor Wisdom of the Court of Appeals for the Fifth Circuit, who was renowned for his groundbreaking civil rights opinions.

¹ The prepared statement of Mr. Hajjar appears in the Appendix on page 104.

After my clerkship, I worked for the New Orleans field office of the National Labor Relations Board. For over 3 years, my work took me throughout Louisiana, Mississippi, Alabama, and the Florida Panhandle. In 1982, I went into private legal practice representing employees and unions.

Gradually my work focused mostly on the American Postal Workers Union (APWU). The APWU was and still is one of the largest postal unions, with over 200,000 members today. My decades of experience with the APWU exposed me to a broad spectrum of postal regulatory and legal issues from ratemaking to operations.

My career also gave me important insight into the postal workforce, which is one of the most dedicated and skilled in the Nation. The Coronavirus Disease 2019 (COVID-19) pandemic has been a reminder that we are fortunate to have postal employees delivering for Americans every day.

We know that the USPS provides stable, middle-class jobs in every community across the country. But to me, the crowning achievement of the USPS is its diversity. For many underrepresented communities, including minorities, women, and veterans, the USPS is the first rung on the ladder of economic opportunity. Investing in this workforce will ensure that a new generation of Americans finds their opportunity in the Postal Service.

Certainly, the Postal Service faces huge challenges, particularly when it comes to declining mail volume and the need to be self-sustaining. One thing of which I am certain is that people care about the mail. When the residents in my apartment building learn that the mail is in, we all congregate around the mailroom. I have heard plenty of complaints and have had a few bad experiences myself. But these complaints are not bitter; rather, they sound disappointed. There is a vast reservoir of good will toward the Postal Service, and I think we can all agree that the Postal Service must make it a priority to keep the trust of the American people before all else.

Despite the challenges facing the USPS, there are also incredible opportunities to grow the business and service to the American people. I am pleased that the Postmaster General's recently released 10-year plan protects 6-day delivery and seeks to find new ways to utilize technology, expand services, and invest in the career workforce. I am concerned about other parts of the plan, such as reducing delivery standards and raising prices that could adversely affect small businesses and rural communities.

Working closely with management and postal stakeholders, and, of course, Congress, I am confident that the Board can position the USPS to deliver the affordable and reliable service that all Americans deserve. I hope I will be given an opportunity to find solutions to the problems facing the USPS.

Thank you, and I look forward to your questions.

Chairman PETERS. Thank you, Mr. Hajjar. We appreciate your comments.

Our next nominee for the Postal Service Board of Governors is Amber McReynolds. She is the CEO of National Vote at Home Institute, which is a nonpartisan, nonprofit organization dedicated to making sure that every American can vote in a secure, safe, accessible, and equitable election. She previously served as director of

elections for the city and county of Denver, Colorado, a nonpartisan appointed position, where she shared her expertise and provided important technical assistance. Her career has also included service for the Illinois State court system and the United Kingdom (U.K.) Parliament.

Welcome to the Committee, and you may proceed with your opening comments.

TESTIMONY OF AMBER McREYNOLDS,¹ TO BE GOVERNOR, U.S. POSTAL SERVICE

Ms. McREYNOLDS. Good morning, Chairman Peters, Ranking Member Portman, and Members of the Homeland Security and Governmental Affairs Committee (HSGAC). I appreciate you holding this hearing.

Before we begin, I would like to acknowledge my family here with me today and those watching from home. I am thankful that my brother Michael could fly to D.C. and be here today. In normal times, I would have brought my son, Kenton, and my daughter, Klara, with me to see our government up close, just as they did 2 years ago when they visited the Capitol and the monuments, and they really truly loved it. I am also grateful to my parents, Dana and Carol—many people know my mom as “Pixi”—for ensuring that my children are at school on time and do not miss baseball and soccer practice while I am away.

The United States Postal Service is one of our most admired institutions, responsible for binding our Nation together by connecting citizens to commerce, communities, and each other. It is an essential service that our citizens expect and trust. Given the importance of the Postal Service in our lives, I am deeply humbled and honored to be nominated to serve on the Board of Governors. All Americans deserve a thriving and sustainable Postal Service, and if I am confirmed, I look forward to working to improve postal operations, service, and citizen connectivity.

My entire professional career has been focused on improving citizen experiences with government, specifically within the voting process. I served as a local election official in Denver, Colorado, for 13 years and experienced firsthand the importance of building processes that deliver our essential services to the public in a fair, accessible, and secure way. During my time in local government, I designed systems that put the needs of customers—the voters—first. I am proud that the Colorado voting model has been a blueprint that many other States have used to increase citizen participation and improve systems. Our experience in Colorado proved that it is possible to improve service while also conserving costs and saving taxpayer dollars. We have demonstrated that we can increase transparency while also enhancing security and while also serving the public in a more accessible and equitable manner. Finally, I am incredibly grateful to the local and State election officials across the United States for their spectacular commitment to serving voters during the 2020 election cycle. We all owe them our gratitude.

In the midst of a global pandemic, millions of Americans across the country relied on the Postal Service to cast their ballots, get

¹ The prepared statement of Ms. McReynolds appear in the Appendix on page 161.

their prescriptions, and ensure that their bills were paid on time. Despite great challenges, the Postal Service helped deliver democracy during the 2020 election cycle. The parallels between election administration and the Postal Service are clear in that they both have a mission to deliver an essential, nonpartisan service for all, regardless of personal circumstance, politics, or geography. Vote by mail and election mail is an essential role for the Postal Service, and if I am fortunate to serve as a Governor, I will bring a perspective to the Board that prioritizes the needs of Americans just like I have done my entire career for voters both in government and also in the nonprofit sectors.

While Denver has been my home for the past 16 years, I grew up in a small town in Illinois where my parents still live today. The universal service obligation (USO) is essential to the daily lives of rural citizens across our Nation. Whether it is prescription drugs, election ballots and information, or business-related mailings, rural communities rely heavily on the Postal Service for vital connectivity and commerce. Regardless of where Americans live, we must ensure that every single community across the country has prompt, reliable, and equitable service.

We know that the success of this great institution depends on the ability to adapt to change. Many of the problems facing the Postal Service are clear. Chronic underinvestment in technology, facilities, infrastructure, and the workforce have exasperated this crisis. It is not a question of whether change is necessary but, rather, whether we can collectively work together to effectuate change with solutions that focus on the future.

I look forward to focusing on a better future for the Postal Service that continues to deliver reliable and affordable mail service to every community in the country. Working collaboratively with postal stakeholders and the Board, I am confident that we can find creative solutions and process improvements that deliver cost savings as well as service improvements. By investing in the business and the workforce, we will be able to grow the Postal Service and bring new revenue into the system.

If I am fortunate enough to be confirmed, I am committed to working on behalf of the American people to deliver the service that they expect and deserve, and I look forward to your questions today.

Thank you.

Chairman PETERS. Thank you, Ms. McReynolds.

Finally, we have Ron Stroman, who is also nominated to be a Governor of the U.S. Postal Service. Mr. Stroman has dedicated his career to public service, especially the Postal Service. He previously served as Deputy Postmaster General of the Postal Service from 2011 to June 2020. As a top executive at the Postal Service, he helped manage an organization of over 640,000 employees, led customer initiatives, and also served as Chief Government Relations Officer. Prior to that, he served as the Government Accountability Office and the Department of Transportation (DOT), in the House of Representatives on the Oversight and Government Reform Committee, and the Judiciary Committee, and as an attorney at the Department of Housing and Urban Development (HUD).

Welcome to the Committee. You may now proceed with your opening comments.

**TESTIMONY OF RON STROMAN,¹ TO BE GOVERNOR, U.S.
POSTAL SERVICE**

Mr. STROMAN. Thank you, Chairman Peters, Ranking Member Portman, Members of the Committee. I am honored to appear before you today as a nominee for the United States Postal Service Board of Governors.

The President nominates Postal Service Governors to represent the public generally, not any special interests. This nationwide mandate drives the Postal Service's unrivaled delivery network, binding our country together and linking our economy to rural, inner-city, and small business communities, who depend so heavily on the Postal Service.

In times of crisis, the Postal Service's role as an essential part of America's critical infrastructure, serves as a lifeline for all Americans. As our Nation has experienced during the current global pandemic, the Postal Service is especially critical for our seniors and veterans and people with disabilities, delivering life-saving medicine, financial payments, and household necessities.

In fulfilling this responsibility, America's postal workers have risked their lives every day of the pandemic. Their commitment is a testament to the resilient spirit of the American people. The country owes them a debt of gratitude. If confirmed, I will make their safety and well-being one of my highest priorities.

I have dedicated my 41-year professional career to public service. My commitment to public service is the reason I attended Rutgers University Law Center in Newark, New Jersey, a law school with a proud tradition of diversifying the legal profession, with a focus on public service. It is the reason I chose to work in the Executive and Legislative Branches of the Federal Government. And it is the reason I accepted the position as the 20th Deputy Postmaster General of the United States. Serving on the Board of Governors would be the capstone of a career I have devoted to improving the lives of the American people.

I am also committed to the Postal Service for personal and historic reasons. My dad, a World War II veteran, ran the shipping department of a small manufacturing company in New Rochelle, New York, where I grew up. He was responsible for shipping the metal clamps made by the factory. As a high school student, I had the opportunity to work with him after school and on the weekends.

The company relied on the Postal Service to ship many of those clamps. My dad taught me how to weigh and put the right amount of postage on each shipment. Without the Postal Service, this small, family owned business might not have existed.

In the case of my family and the other families working at that small business, the Postal Service indirectly created jobs and a middle-class life. For African Americans, the Postal Service helped to build the country's Black middle class. It provided jobs when the doors of opportunity were too often slammed shut.

¹ The prepared statement of Mr. Stroman appears in the Appendix on page 231.

During my time as the Deputy Postmaster General, I saw firsthand how the Nation relies on the Postal Service. I remember traveling to North Dakota to meet with small business owners. We spent hours listening as these entrepreneurs explained their dependence on prompt and reliable delivery. I have seen individual business owners in small towns carrying packages into local post offices. If confirmed, I would bring these insights and other experiences to the Board.

As Deputy Postmaster General, I worked in concert with management and our Governors on some of the most complex issues facing the Postal Service. I have participated in organizational change initiatives, including improvements to the customer experience. I have led our team in key votes at the Universal Postal Union. I have significant background working on postal reform legislation. If confirmed, my goal is to work in a bipartisan manner to return the Postal Service to operational excellence, future growth, and long-term financial stability.

In closing, let me quote from the 1968 "Report of the President's Commission on Postal Organization," better known as the Kappel Commission, which laid the foundation for today's Postal Service: "Full management responsibility and authority would be vested in a Board of Directors charged with providing the Nation with a superb mail system, offering universal service at reasonable rates, paying fair wages to postal employees and giving full consideration to the public welfare." If confirmed, I promise to do my best to live up to that ideal as a Governor of the United States Postal Service.

Thank you for the opportunity to appear before you today, and I look forward to your questions.

Chairman PETERS. Thank you, Mr. Stroman, for your opening comments.

There are three questions that the Committee asks of every nominee, and I am going to ask the question, and I just need to go down the list here. You can answer yes or no after I ask the question. Mr. Stroman, we will have you start, and then we will go down the table here.

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

Mr. STROMAN. No, Mr. Chairman.

Ms. MCREYNOLDS. No.

Mr. HAJJAR. No.

Ms. AHUJA. No, Mr. Chairman.

Chairman PETERS. Second, 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 for which you have been nominated?

Mr. STROMAN. No, Mr. Chairman.

Ms. MCREYNOLDS. No.

Mr. HAJJAR. No, Mr. Chairman.

Ms. AHUJA. No, Mr. Chairman.

Chairman PETERS. And, last, 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. STROMAN. Yes, Mr. Chairman.

Ms. McREYNOLDS. Yes, Mr. Chairman.

Mr. HAJJAR. Yes, Mr. Chairman.

Ms. AHUJA. Yes, Mr. Chairman.

Chairman PETERS. Great. Thank you.

Ms. Ahuja, my first question is for you. As you are well aware, Federal cybersecurity is a significant challenge to agencies as we continue to face breaches and we struggle to have a specialized workforce to help protect those networks. This is something that this Committee is focused on, we are going to continue to be focused on in the months and years ahead, and are looking at a variety of ways to make sure that we continue to retain and attract a quality workforce.

Earlier this month, I reintroduced legislation, for example, entitled the "Federal Rotational Cyber Workforce Program," which allows folks to have experience in different agencies, hopefully break down some of the silos that we currently have within our agencies. It does require looking at personnel management in a different way than we have looked at it in the past here at the Federal Government. It is an attempt to address some of those problems, but you will have many other ideas that will come forward from this Committee as well.

So my question to you is: If confirmed, will you commit to working with me on these and other legislative proposals? And will you make this a priority?

Ms. AHUJA. Thank you, Mr. Chairman, for that question. I very much appreciate the work that you have been doing around cyber talent. I think it is an important issue, and I definitely commit to working with you and this Committee on those issues.

Chairman PETERS. Great. Thank you.

This next question will go to our three nominees for the Postal Board of Governors. In my State, as well as folks all across the country, as you have all mentioned in your opening comments, they rely on the Postal Service for timely deliver. Millions count on the Postal Service every day to deliver medications, to deliver their paychecks, to run their small businesses. As a public service, the Postal Service must balance a lot of different requirements every day. But, bottom line, it is about service to the American people.

So my question to each of you, if you would take a moment to answer, is: If confirmed, will you focus on improving the quality and the reliability of mail delivery? And please briefly discuss how you approach the challenge of improving service. Mr. Hajjar, we will start with you and then work down the table.

Mr. HAJJAR. Thank you for that question, Mr. Chairman. The Postal Service, as you point out, is a service, and it is a fundamental—it is in the law, a fundamental service to the American people. It is also in the law that the Postal Service must provide prompt, reliable, and efficient service to all communities, including rural communities.

The way I see it, it is not a discretionary thing. It is a mandatory thing. It is an obligation of the Postal Service, something that the Postal Service should pay attention to every day. The Governors, as the overseers, if you will, of the Postmaster General and management, have to be sure that they are held accountable for ful-

filling the obligations that the Congress of the United States has made a priority for the Postal Service.

Chairman PETERS. Thank you.

Ms. McReynolds.

Ms. McREYNOLDS. Thank you, Mr. Chairman. As I did state in my opening statement, service is absolutely essential, and we have to restore the service levels that have been declining over the last few years, and we have to do so in a comprehensive way that addresses not only the financial stability of the Postal Service long term but, more importantly, ground process improvements and innovations in technology with a focus on customers and creating customer-centric and pro-customer processes. I also think we have to fully assess where stakeholders are, engaged with stakeholders on their feedback. We have to balance the needs of rural communities with urban communities and consider the variances that might exist across the country in terms of enhancing service for the American people and building trust with the public on the Postal Service and the service that they are offering.

Chairman PETERS. Thank you.

Mr. Stroman.

Mr. STROMAN. Thank you, Mr. Chairman. The universal service obligation of the Postal Service requires delivering prompt, reliable, and efficient service to all Americans all over the country. It starts, it seems to me, with having a plan to ensure that you have great service. That starts from the top of the organization and filters down throughout the organization. You have to have an organizational structure that allows you to work through issues on a cross-functional basis. It has to have an organizational structure that allows you to quickly respond to issues.

One of the things that the Postal Service did over the last several years is to disaggregate data as it relates to service. So now we can look at rural versus urban service and quickly compare that.

But, essentially, it is a cultural issue, it is a plan issue. You have to be an agile organization that allows you to quickly respond to concerns, Mr. Chairman.

Chairman PETERS. Thank you. As the three of you know, the Board is currently considering changes to service standards that would increase some target delivery times as well as a variety of other changes to the Postal Service network. I would like to have each of you respond yes or no and perhaps briefly after that, but yes or no would be good.

If confirmed, will you commit to collecting additional feedback from customers about these proposed changes and carefully evaluating any changes to Postal Service operations to ensure that they do not harm customers? Ms. McReynolds, I will start with you, equal opportunity here to start the first question. We will start with you and then go to Mr. Stroman and then Mr. Hajjar.

Ms. McREYNOLDS. Thank you, Mr. Chairman, and, yes, I absolutely do, and I think that stakeholder engagement is particularly important in improving service and improving operational functions within the Postal Service. I also think stakeholder engagement is critical to creating a more adaptable organization long term and creating better technologies and innovations that can better support customers through the process. I think it is absolutely

critical, and I will absolutely commit to engaging with stakeholders.

Chairman PETERS. All right. Thank you.

Mr. STROMAN. Mr. Chairman, I also agree to that. The Governor's responsibility is to represent the public generally. In order to represent the public, I think it is crucial that the Board get input from stakeholders all across the country and from its business customers, and that you take that input and you consider it in formulating your plans, and then you communicate broadly to the American public what the basis of your decisions has been. So you certainly have my commitment.

Chairman PETERS. Thank you.

Mr. HAJJAR. Mr. Chairman, I agree completely. The deterioration of service in recent times is simply unacceptable. It cannot be the hallmark of the Postal Service that it is declining in delivering service to the American people. I believe, as I said in my opening statement, there is an enormous reservoir of goodwill among the people for the Postal Service. That has to be preserved. It cannot be squandered. It is the strength of the Postal Service, so service has to be job one.

Chairman PETERS. All right. Thank you to each of you for that commitment.

I now recognize Ranking Member Portman for his questions.

Senator PORTMAN. Thanks, Mr. Chairman.

Ms. Ahuja, as I said, good job at OPM. Here is a recent survey that was done, Federal Employee Viewpoint Survey (FEVS): 39 percent of Federal employees believe their promotions are based on merit, meaning the rest do not, which would be very concerning. Only 34 percent believe poor performance is addressed by management. How will you improve the hiring process at the Federal level so that it maximizes merit and addresses poor performance?

Ms. AHUJA. Thank you, Ranking Member Portman, for that question. I very much appreciate those concerns. I understand that it can be challenging at times to manage poor performance.

I will say that what I have seen in most cases in executive roles is that oftentimes poor performance shows up because of lack of employee engagement or a mismatch of skills and talents for that position or there just is not really clear metrics around the performance evaluation.

So related to focusing on poor performers, I think it is key to think about and to focus on what OPM can do, if I was confirmed, around supporting agencies around performance management guidance, supporting managers, and understanding those processes, because those processes are important and it is important to carry those out.

Oftentimes managers, they are focused on their work, not as much around the day-to-day of supervision, and that is equally important.

Senator PORTMAN. Should you be confirmed, we would like to work with you on this issue.

Ms. AHUJA. Definitely.

Senator PORTMAN. Because I do think it is one of the reasons you have some of the turnover and the poor morale that we have been talking about in other contexts, including our conversation.

Let me ask you something specific. I am concerned about some aspects of the administration's new detailee program, sending Federal workers to assist with the border surge, and particularly these individuals apparently are allowed to begin working with kids prior to completing a child care investigation background check under OPM's program. They really are not qualified, many of them, to do this. With the reports of abuse in border shelters in particular, how will you ensure children's safety in these facilities as you continue with this detailee program, should you be confirmed?

Ms. AHUJA. Thank you, Ranking Member Portman, for that question. I am aware of the volunteer detailee program that is being provide. Oftentimes OPM does provide these type of support services for agencies, especially when they need to surge capacity, oftentimes related to disasters.

In particular to your question regarding the safety of those children, there are also suitability standards. My understanding is that that would be incorporated in the review of those individuals as they go down to the border to ensure that they have the appropriate—

Senator PORTMAN. If confirmed, would you agree to work with us on that to make sure that people have the qualifications they need? At a time when this surge is just overwhelming, I understand the program is paying sponsors now as an example, which we have never done before, and we want to be sure these kids are not suffering any more than they already have been because of personnel that are not qualified.

Ms. AHUJA. Yes, Ranking Member Portman, I would look forward to working with you.

Senator PORTMAN. OK. You were Chief of Staff at OPM during the fallout from the 2015 data breach that affected over 21 million Federal workers. We talked about that already in our private conversation. But what would you do to improve OPM's cybersecurity efforts specifically? I know you have talked generally about that, but how do we avoid these kinds of breaches in the future?

Ms. AHUJA. Thank you, Ranking Member Portman, for that question. Spending my time at OPM shortly after the data breaches, I definitely understand how incredibly important this issue is. I think one thing that we incorporated that I would continue to do, if confirmed, is to be hypervigilant around cyber attacks. They are ever evolving, as we see. At the time we set up a fairly responsive cyber incident response system. My understanding is that still rates as the best in government. I also think it is to be focused on information technology (IT) leadership, having the skills within that office. I also think a pathway to IT modernization is going to help us really manage some of the challenges with keeping the systems—

Senator PORTMAN. Would you commit today to working with us? We talked earlier—the Chairman talked about the workforce. We have passed legislation trying to advance the cyber workforce, which is one of the answers here, to have the smartest, the best people on the inside pushing back. Would you commit to working with us on that and focusing on that, should you be confirmed?

Ms. AHUJA. Yes, I would, Senator.

Senator PORTMAN. A lot of the Federal workforce has been working remotely, and the American people, I think, need access to some of these services in person. We certainly find this back home in Ohio as we are trying to help our veterans, we are trying to help folks with Social Security issues and other things. Telework works in some cases and does not in others. We need to get people back to work, in my view, to help serve those constituents as the COVID-19 crisis continues to improve.

If confirmed, would you commit to getting the Federal workforce back to the office safely, efficiently, and as soon as possible?

Ms. AHUJA. Thank you, Ranking Member Portman, for that question. I very much commit to doing such efforts and definitely balancing the safety of the Federal workforce. That is going to be incredibly important, as well as the obligations the agencies have to the American public.

Senator PORTMAN. In a panel discussion in 2016, you made a number of comments about abortion, including your support for repealing the Hyde amendment. We discussed this on our call earlier this week, but would you commit now to administering the Federal Employee Health Benefits (FEHB) Program in accordance with existing law?

Ms. AHUJA. Ranking Member Portman, I understand the role of Director of OPM and that the Hyde amendment is the law of the land, and I will follow the law, yes.

Senator PORTMAN. To our Postal Governor nominees, again, thank you for your willingness to step up. Mr. Stroman, one thing you did when you were there is you helped me in Ohio with regard to being sure that our Postal Service was working in connection with the election, but also implementation of the Synthetics Trafficking and Overdose Prevention Act of 2017 (STOP Act). I am still frustrated, as you know, that we have not fully implemented it, although we have made good progress. Unfortunately, the fentanyl is now moving more through Mexico as a result. It has been very helpful, but it has not been fully implemented.

Would you commit to personally being involved in this issue and ensuring we can get the full implementation, including 100 percent advance electronic data from China?

Mr. STROMAN. Absolutely, Mr. Chairman. I think getting that data is not only—it is the law of the land, and it is key to helping to prevent fentanyl and other illicit drugs coming into the country. I think it is the responsibility of the Postal Service to implement that, and you have my full assurance that I will be personally involved in implementing that provision.

Senator PORTMAN. Thank you, Mr. Stroman.

I do not have time to ask another question, Mr. Chairman. I just want to put into the record that I asked all three of the witnesses whether they had received any outside pressure with regard to the firing of the current Postmaster General because there are outside groups that have been asking the administration to only put people forward who have made that commitment. They all told me they had not made any commitments and they had not been pressured. Is that accurate?

Mr. HAJJAR. Yes.

Ms. McREYNOLDS. Yes.

Mr. STROMAN. Yes.

Senator PORTMAN. OK. Thank you, Mr. Chairman.

Chairman PETERS. Thank you, Ranking Member.

The Chair recognizes Senator Hassan for her questions.

OPENING STATEMENT OF SENATOR HASSAN

Senator HASSAN. Thank you, Mr. Chair and Ranking Member Portman, and good morning to all the witnesses. Thank you so much for your service and your willingness to serve.

I have questions for each of you, so I am going to start with Ms. Ahuja. It was nice to talk with you via Zoom whenever that was, a week or two ago. The use of out-of-date and commercially unsupported information technology by Federal agencies is one of the main drivers of increased IT maintenance costs because these aging systems rely on expensive expert and contract personnel instead of a more nimble and generalized IT workforce.

In addition, these systems diminish effective delivery of services to the American people, including those struggling to access their retirement benefits due to the Office of Personnel Management's aging technology infrastructure and expose agencies as well to security threats.

So as Director of the Office of Personnel Management, how will you advocate for governmentwide IT modernization in order to reduce costs associated with specialized contractors, increased security, and improved service delivery to the American people?

Ms. AHUJA. Thank you, Senator Hassan, and it was wonderful to chat with you previously. We talked about this issue, and I completely agree with you that we have to be able to move off of these legacy systems, focus on IT modernization, and that would be a high priority for me if I was confirmed.

There are a number of areas of focus that would need to take place at OPM, the retirement services, of course, other aspects of the personnel system, moving to a digital record, those type of things. There is a real balance, and, unfortunately, because of having to maintain legacy systems, it has taken away from doing the modernization.

I will be up front with my colleagues in partnership with them. I appreciate the IT Modernization Fund. I think that is a big step forward.

Senator HASSAN. Thank you very much.

To Mr. Hajjar, at my request the Postal Service Inspector General (IG) issued a report that found that the main cause of postal delays and poor service in New Hampshire was due to a lack of permanent staff. Since the report came out in December 2020, the Postal Service has hired more than 150 new permanent employees in New Hampshire, something that will surely help to improve service to the Granite State.

Drawing on your experience as general counsel of the American Postal Workers Union, how could the Postal Service better engage with the postal unions to promote recruitment and retention of a robust postal workforce in order to improve service nationwide?

Mr. HAJJAR. Senator, thank you for that question. The Postal Reorganization Act focuses clearly on having a career workforce and opportunities for advancement of the career workforce, and the 10-

year plan, I am pleased to see one aspect of it is to refocus and depend on the career workforce. There was a big turnover of the non-career workforce, which, according to the 10-year plan, was a large contribution to the service failures that we experienced. The 10-year plan also dedicates itself specifically to complying with all collective bargaining agreements with the unions. I am hopeful that the Postal Service will do that, and by relying on well-trained, reliable career workers, service will improve.

Senator HASSAN. Thank you.

Now I am going to move on to Ms. McReynolds. Good morning. Similar to Colorado, though not nearly as large, New Hampshire has its fair share of rural remote mountainous areas that can be difficult to access but, nevertheless, deserve reliable delivery from the Postal Service to receive essential items like prescriptions or food or to run their small businesses.

How will you draw on your experience working with rural or remote communities in Colorado and across the country to advocate for reliable service in hard-to-reach locations?

Ms. McREYNOLDS. Thank you for the question, Senator, and I did grow up in a rural community. My parents still live there. I also in my work in Colorado at improving the voting systems, I worked with rural communities across Colorado, and this was actually a huge issue that when the postal network started to change back in 2012 and there was consolidation of various networks, we had a huge impact, and we had to have a lot of conversations with the Postal Service about how to respond to that, address that, and improve service in rural communities.

I absolutely think that rural communities are essential in terms of any changes that get put forward with network or even service, and we have to maintain it, and we have to maintain the universal service obligation that is outlined clearly in the law. It is important, I also believe, to engage rural stakeholders directly on what is important to them, what they need, what they do not have access to now, and look for opportunities that are creative and innovative to better serve them.

Senator HASSAN. Thank you for that answer.

And now, Mr. Stroman, to stabilize the Postal Service's financial position and institute reforms, there has to be a good-faith exchange of information and ideas between Postal Service leadership and Congress. Based on your own experience working on congressional oversight, what will you do as a Governor to promote transparency and accountability on behalf of the Postal Service?

Mr. STROMAN. Thank you for that question, Senator. I think there are a couple of things that certainly I would want to do. I have in my career worked in a bipartisan fashion to ensure that there is a free flow of information. Congress is a key stakeholder in overseeing the Postal Service and getting input from the Postal Service, and I think it is incumbent on both the Board and management to reach out and get information and get the opinions of Congress and take that into account.

Ultimately, part of the financial stability of the Postal Service rests in Congress' passing postal reform. In order for that to happen, Congress needs to understand and communicate clearly with the Postal Service, and I certainly commit, if I am fortunate

enough to be confirmed as a Governor, to work closely with the Congress both in transmitting information and responding to requests for information. We will hopefully work together on postal reform legislation.

Senator HASSAN. I would look forward to that. One thing I would just add is that we are often are a source of data collection for all of you, too. My office keeps track of constituent calls and complaints about the Postal Service, and it has been really important in getting some of these recent improvements in New Hampshire that we were able to present the information directly from constituents, which did not always line up with what the Postal Service was telling us.

Mr. STROMAN. Absolutely, and I would say, in my role as Deputy Postmaster General, I received many of those concerns, and they were enormously helpful in helping us pinpoint service issues throughout the country. It is one of the ways that I think we used that information to help improve service for the American people. I absolutely agree with that.

Senator HASSAN. Thank you, and thank you, Mr. Chair.

Chairman PETERS. Thank you, Senator Hassan.

Senator Johnson, you are recognized for your questions.

OPENING STATEMENT OF SENATOR JOHNSON

Senator JOHNSON. Thank you, Mr. Chairman.

Senator Portman asked the Postal Board of Governors nominees whether during the nomination process anybody asked for your commitment in terms of, I think, the termination of the Postmaster General, and you answered that nobody asked for that commitment. I will expand the question a little bit further. Did anybody in the nomination process talk about Postmaster General DeJoy's performance? I will start with you, Mr. Hajjar.

Mr. HAJJAR. No, Senator.

Senator JOHNSON. Ms. McReynolds.

Ms. McREYNOLDS. No, Senator.

Senator JOHNSON. Mr. Stroman.

Mr. STROMAN. No, Senator.

Senator JOHNSON. One of the reasons I raise the question, I think the Postmaster General was very unfairly criticized during the lead-up to the election.

Mr. Stroman, having served in the Postal Service, let me ask you, the retirement of the blue boxes, was there anything unusual that occurred in the lead-up to the election or was that pretty much scheduled retirements?

Mr. STROMAN. Thank you for the question, Senator. I had left, I think, by that time. Removal of blue mailboxes is historically done with a density survey, so you determine what the volume is in a blue mailbox. If it falls below a certain level, then depending upon community input, you can remove the blue mailbox consistent with the regulations of the Postal Service.

Senator JOHNSON. Again, so this is an ongoing process, correct?

Mr. STROMAN. It is an ongoing process.

Senator JOHNSON. I would expect you probably maintained some contacts in the Postal Service. Did you hear of anything unusual in terms of removal of the blue boxes after you left?

Mr. STROMAN. I will say to you, Senator, that I was statutorily prohibited from having contact with employees at the Postal Service.

Senator JOHNSON. OK. One of the issues that the Postmaster General is addressing was the high cost of overtime. I do not have the exact figures, but it is somewhere \$4 to \$5 billion per year. Is that pretty accurate?

Mr. STROMAN. Yes, I think that is right.

Senator JOHNSON. The way he addressed it—and I really want kind of your perspective on this—was the first thing he noticed—and he is a logistics expert—is that the Postal Service was not adhering to their own dispatch schedules. Trucks would sit around. They would wait until the final envelope to get everything delivered exactly on time. When they began adhering to those dispatch schedules, which was designed to over time improve efficiency, improve service levels, while dramatically decreasing overtime, that was what was going on in terms of the initial dip in on-time delivery. Is that your understanding of what was happening?

Mr. STROMAN. My understanding, Senator, is that there was a disconnect between processing and transportation. So the transportation runs on a schedule, and that schedule should be linked up with your processing of the mail and packages, and it was not linked up, resulting in overtime because the mail was not processed in time.

The problem was that, in order to solve that problem, you have to fundamentally solve the problem on processing. And so having the trucks leave on schedule means that mail was going to be left and it was going to delay the mail.

I think if you looked at the IG report that the Postmaster General had identified as the basis for that movement, the IG report laid out about ten different processing steps that needed to be taken, and I think you have to resolve that problem. Then you can link up with your transportation schedule. But identifying that is a legitimate issue that has to be addressed, and one of the things to solve the financial problems in the post is solving those efficiencies. I think that is exactly the right thing to do.

Senator JOHNSON. Just to give you the opinion of other Board of Governors, in a September 2020 report, Governor William Zollars told the Washington Post—this is about DeJoy: “He has 100 percent Board support. From a logistics and operations standpoint, Louis DeJoy is as good as it gets. He has support on both sides of the aisle.”

In a hearing here for a different nomination, John Barger said that, “When Louis DeJoy assumed the role of Postmaster General, we were thrilled to be able to attract a person of his caliber to the U.S. Government. The man is doing a tremendous job.”

Finally, in a House Oversight Committee hearing in February of this year, Democrat Chairman Ron Bloom said of DeJoy, “The Board of Governors believes the Postmaster General is, in very difficult circumstances, doing a good job.”

I guess my own viewpoint, having met with and talked to the Postmaster General, I would agree with certainly Mr. Bloom that it is a tough job and he is doing a pretty good job, and he brings a level of expertise. So, again, I am hoping that you all maintain

a very open mind and will work with somebody who has that kind of logistics expertise.

Let me ask, one of the reasons I actually supported Ron Bloom for the Board of Governors, when I asked him during a hearing whether he supported the previous administration's task force recommendation to reform the postal system without a taxpayer bailout, Mr. Bloom agreed with that position.

Now, obviously, because of all the COVID relief, it looks like the postal system will get a fair amount of taxpayer bailout. Beyond that, though, would you also agree with that assessment that the postal system has to come up with reforms and do it on their own? Mr. Hajjar.

Mr. HAJJAR. Thank you, Senator. Yes, I agree with that. The Postal Reorganization Act requires the Postal Service to be self-sufficient.

Senator JOHNSON. OK. I need to quick move on.

Ms. McReynolds, would you agree with that?

Ms. McREYNOLDS. Yes, and I agree under the law it is supposed to be self-sufficient, so that is certainly what our goal should be.

Senator JOHNSON. OK. Mr. Stroman.

Mr. STROMAN. I agree. It is an independent entity within the Executive Branch.

Senator JOHNSON. I think the other issue really is an upgrade to their vehicle fleet and their equipment. I know there have been some contracts let out. Do you also agree, all three of you—that we do have to upgrade the vehicle fleet and that is an important priority of the postal system? I will start with you, Mr. Stroman.

Mr. STROMAN. Yes, that is certainly a priority, but there are other priorities as well in terms of the infrastructure of the Postal Service. But that certainly is a major priority given the age of the fleet.

Senator JOHNSON. Ms. McReynolds.

Ms. McREYNOLDS. Yes, and I would add that there are other infrastructure priorities as well.

Senator JOHNSON. OK. Mr. Hajjar.

Mr. HAJJAR. There is no doubt that the fleet needs to be upgraded. It is a very old fleet.

Senator JOHNSON. OK. Thank you, Mr. Chairman.

Chairman PETERS. Thank you, Senator Johnson.

Senator Lankford, you are recognized for your questions.

OPENING STATEMENT OF SENATOR LANKFORD

Senator LANKFORD. Thank you. Thank you, Chair.

Ms. Ahuja, let us get a chance to be able to visit some more. We visited by phone recently, and so let us get the opportunity to be able to follow up on a few of these things. Senator Portman asked you earlier about remote work and about telework and how quickly can we get people in. I am going to ask you the opposite. Are there jobs that you feel like we have discovered during the last year that could be permanently remote work? What I am focused on are areas of spouses that work for people in the United States military on active duty. Their spouses have a very difficult time getting jobs in different places. If they were allowed to work remotely, they could be assigned with their spouse anywhere in the world and still

have the opportunity to be able to work for one of our agencies, and that would open up a lot of opportunities for them.

What I want to ask you about is what your opinion on remote work in the sense identifying jobs that could be permanently and assumed they are not going to be in Washington, D.C., but work with some of the agencies.

Ms. AHUJA. Thank you, Senator Lankford. I enjoyed having that conversation with you a few days ago. I am very much in support of the opportunities that telework and remote work would provide, and if confirmed as OPM Director, that would be something that I would definitely be leaning into. I think we are completely rethinking work at this moment, not just the Federal Government but for all across the country. I think not only does it give opportunities to individuals who are not necessarily based in an urban center, but a way to actually provide service and give our thanks especially to military spouses in places where they are located in remote locations.

I also think there are opportunities on how we think about locality pay, where there are savings in that sense, as well as really the size and, expansion of an office footprint. There will be definitely some of that retraction related to some of the savings there.

Senator LANKFORD. OK. We will look forward to that ongoing dialog, if you are confirmed, on that because I think this is an essential next step for us in the Federal workforce.

Let us flip to the other side, not just from hiring and listing new jobs but for retirees. The most common issue I hear from Federal retirees is the simple fact that if they work for multiple agencies, getting them into the retirement benefits process, it takes months for them. How do we make that faster? How do we get a smoother system so there is a seamless process from application, interview, all the way on-boarding, through their reviews, all the way to retirement as well?

Ms. AHUJA. Sure. Senator, just to be clear, you are talking about the full retirement process.

Senator LANKFORD. That is correct.

Ms. AHUJA. As you know, it is a paper-based process, which I think lends itself to being very expensive and very long and I think with multiple agencies and different payroll providers, and as long as it is paper-based, I think we are going to have these challenges of length of time.

If I was confirmed as OPM Director, I would commit to an IT modernization plan for retirement services, certainly short-term goals around a new call center technology, piloting modern retiree experiences, fast track for applications that, are easier to kind of manage, as well as more long term. I really do think that—and this is not just retirement services—the way to improve these times is ultimately through the IT modernization process that is going to be required.

Senator LANKFORD. Yes, it will definitely be required. Unfortunately, every Director of OPM has said almost exactly that for the last several years. How do we actually move from talking about that to doing it? What do you think is going to be a key aspect?

Ms. AHUJA. I think it helps that we have the IT Modernization Fund, to be quite honest. It has not existed in the past, and I think resources are needed.

In the case of OPM, I think the challenges have been not having stable leadership at the top. As I mentioned to you, Senator Lankford, I commit to being there as long as I have the support of all of you and President Biden, because I do think it is going to be needed.

Senator LANKFORD. Great. Yes, we have had multiple Directors here for a while and a lot of change, and that is hard to be able to get things moving on it.

Shifting a little bit about Federal employee health benefits, OPM runs one of the largest systems for insurance in the country, so what OPM does affects not only Federal workers but affects everyone in that sense and how actually insurance is handled, because it is such a large provider in the middle for Federal employee health benefits. Senator Portman earlier asked you about some of the previous statements you have made. You have been very public on your preference on abortion. I understand that. That is your right as an American to be able to express your opinions publicly. But stepping into this role, we also have the Hyde amendment, the Smith amendment, very clear legal boundaries that we do not use Federal dollars for abortion providing nor trying to incentivize that in any way.

Now, that would not have been as much of an issue, but in the \$2 trillion COVID package that Democrats passed on a straight party line just a few weeks ago, they for the first time in 40 years included funding for Hyde provisions and actually broke that lock solid rule that has been there for that particular set of funds. So this has now become a much bigger issue.

So my straightforward question is: Regardless of your personal views on this, would you follow the law on the issue of abortion financing through using Federal health dollars or Federal tax dollars to provide abortion?

Ms. AHUJA. Thank you, Senator, for that question. I understand the role and responsibilities for this position, and I would absolutely follow the law.

Senator LANKFORD. OK. Thank you for that.

There is some debate right now as well, and there will be another difficult issue out there just for policy. We as Americans and to the Federal Government are neutral to every single American. Every American is valued. Every American is equal across the board. But we have some unique health challenges when we talk about transgender and sex reassignment surgeries, especially for children, and there has been a push to say for the Federal employee health benefits that we should allow sex reassignment surgeries and also puberty blockers for children. There are a lot of medical professionals that are very uncomfortable with that. How will you manage a decision like that when you have activists saying one thing and health professionals saying another and trying to be able to strike that balance?

Ms. AHUJA. Thank you, Senator, for that question. I do understand that there are strong views on both sides. I do think, again, as my role and responsibility as OPM Director, if I was con-

firmed—we talked about this before—I think there are some significant issues as an employee-sponsored health program, the largest one, around ensuring that benefits are comprehensive, they are competitive, there is parity between mental health services. And, right now I am not inside OPM, but I would commit to better understanding the issue, getting a sense of what is happening inside the agency, and to have a further conversation with you to understand your concerns and take that into consideration.

Senator LANKFORD. Right. This was an area we will definitely continue to talk about, because there are lots of concerns that taxpayers will actually bring to me and will bring to others to say, hey, I want to respect all people, but there are a lot of medical questions here and there are a lot of questions just about Federal tax dollars and where that is going to go. I would be interested to be able to maintain that ongoing dialog.

For the postal nominees, I apologize. I have not had the opportunity to be able to visit with you as we were limited on time. Embarrassingly enough, I will email you some questions for the record.¹ I guess I should put a stamp on them and mail them to you. [Laughter.]

But we will contact you with some questions for the record to be able to follow up.

Thank you. We have all had the opportunity to be able to visit one on one already as well, so thank you.

Mr. HAJJAR. Thank you, Senator.

Ms. MCREYNOLDS. Thank you.

Mr. STROMAN. Thank you.

Chairman PETERS. Thank you, Senator Lankford.

Senator Padilla, you are recognized for your questions.

OPENING STATEMENT OF SENATOR PADILLA

Senator PADILLA. Thank you, Mr. Chair. I have questions for Ms. Ahuja. I appreciate the opportunity to be connected by phone previously, so I just wanted to follow up on the conversation in this setting. We both recognize there are sort of two kind of diverging dynamics as it pertains to our Federal workforce. Number one, the large number of our Federal employees, particularly at the upper management levels or leadership levels, that are eligible for retirement in the next decade, and thoughts on, the state of affairs when it comes to succession planning and training and grooming the next generation of leaders, that being number one. Number two, the question about the diversity of our workforce and, being intentional about recruitment and retention as we strive for a workforce that is reflective of our Nation.

I want to spend just a couple minutes talking about those and especially where they intersect and opportunity to elevate leadership in various departments and agencies that, again, are not as diverse as our beautiful country.

Ms. AHUJA. Thank you, Senator, for that question, and I was going to say the same, but I think they do intersect when you are talking about or thinking about the retirement wave, about succession planning, how we are thinking about recruitment. A part of

¹ The questions of Senator Lankford appears in the Appendix on page 90.

that is being focused on the support of the individuals inside the government already, giving them training opportunities, being hyperfocused on professional development that is going to be important.

I think one thing that we have learned from this pandemic is that our workforce is incredibly important and that we should really be focused on the kinds of opportunities that they are being provided and the value and contributions of their service.

I would say there is a real opportunities with some of what I call the “feeder programs,” which are expanding the Presidential Management Fellows Program (PMF), where we can work out some of the kinks with the Pathways Program, focused on bringing in individuals early in their career.

I have always said the Federal Government should be able to be quite competitive because it has an amazing mission, and that is a huge draw, I think, for people early in their careers, and we really should take advantage of that and really focus on diversity. Our workforce should reflect the diversity in this country. It is a huge asset. It gives us a competitive advantage. I think individuals want to see not only diversity all throughout the workforce but in the senior ranks, that they see individuals that come from their communities, that there is a breadth of experience and people bringing those experiences from all walks of life.

So I do agree with you. I think it is an important priority for us to have collectively, and it is something that I will focus on, if confirmed.

Senator PADILLA. I think also anytime in our country where people with significant private sector experience or even in academia are more than able and willing to establish some sort of public service. I look forward to continuing our conversation and efforts in that regard.

The next question is for Mr. Hajjar, Ms. McReynolds, and Mr. Stroman. As we have had a chance to discuss previously as well, I had what was a deep but very specific experience with USPS in the service delivery side in my prior capacity as California’s Secretary of State, particularly as we moved the most populous State in the Nation with the largest electorate of any State in the Nation strongly and critically in the direction of a lot more vote by mail than had been previous popular. But the vast majority of the Californians voting last year were by mail, and working through issues of transition, et cetera, we had a chance to experience a lot of the mechanics and logistics of Postal Service delivery, not just when it came to ballots but voter information guides and, political mail, et cetera. I had the insight of the changing dynamics in the Postal Service generally over time, particularly during COVID, letter mail versus package delivery, et cetera.

The one question I would direct to each of you is: Post that discussion and given your respective perspectives getting here, what ideas do you have for further evolution, service improvements through the Postal Service, any ideas to improving further on our effectiveness and our efficiency and the equity of Postal Service delivery? We know it is important for Americans not just because of elections, but whether it is receiving mail, commercial activity, pre-

scriptions, and so much more? I will turn it over to each of you for a quick response.

Mr. HAJJAR. Thank you, Senator. I will start by saying that the service deteriorations really are simply unacceptable, and we need improvement. I think it is right there in the Postmaster General's 10-year plan that he wants to bring back the confidence of the American people in the Postal Service. I think that has to be the first priority. There are a lot of important aspects to the 10-year plan. Some of them are quite lengthy, but the number one thing, I think, is to restore service so that people do not have their confidence shaken in the ability of the Postal Service to deliver effective, timely, reliable service.

Ms. McREYNOLDS. Thank you, Senator Padilla, for that question. I think there are multiple ways to improve service while also creating innovations that increase the accountability and transparency for customers and for those that use the Postal Service. One good example that I just want to highlight is something that you implemented statewide in California and that I also helped a few other States implement for the 2020 election, which was a system called "ballot tracking," and that really is similar to what the Postal Service has in terms of informed delivery. But ballot tracking specifically for election mail increases accountability and security for vote by mail, in particular, and California was certainly a leader, and Nevada and Georgia. We actually helped both Nevada and Georgia in 2020 implement both of those systems that provided significantly improved service to those that were using the Postal Service to send their ballots back.

Mr. STROMAN. Thank you for the question, Senator. Several things. One thing is non-career employees. One of the provisions of the Postmaster General's plan is a reduction on reliance on non-career employees. Non-career employees save you some money, but they do hurt you on the service side because the turnover there is very high. I think less reliance on non-career, more reliance on career employees. I think training is absolutely critical. You have to invest in training. You have to have an organizational structure that allows, I think, all of the services issues to be resolved very quickly, very promptly.

Ultimately, though, I think it is data. You have to have a system of analysis of key data points that identify where problems are and resolve them at the lowest possible level.

Then you have to have a system where you are engaging with your customers and you are engaging with the public. We talked a little bit with Senator Hassan about input from customers all throughout the Nation, so ensuring that you have a structure which allows you to get input. The Postal Service meets quarterly with Members of Congress out in the field, and that is an opportunity to hear from constituents across the country. So getting that input and using that input to solve problems I think is critical.

Senator PADILLA. Thank you to all of you. I look forward to our ongoing conversation and work together.

Thank you, Mr. Chair.

Chairman PETERS. Thank you, Senator Padilla.

Senator Hawley, you are recognized for your questions.

OPENING STATEMENT OF SENATOR HAWLEY

Senator HAWLEY. Thank you, Mr. Chairman, and thanks to all of the witnesses for being here. Congratulations on your nominations.

Ms. Ahuja, if I could just start with you, last September it was reported that employees in the Executive Branch were required to attend workplace diversity trainings in which they were told that—I am quoting now—“virtually all white people contribute to racism” and were required to say that “they benefit from racism,” they, the employees, along with other ideas that, frankly, I think are deeply divisive, amount to left-wing indoctrination, and really are attempts to divide the American people, in this case Federal employees, along the lines of race.

I bring this up because you have experience at OPM from 2015 to 2017, I believe. Were you involved in any capacity or in creating or organizing these particular trainings? Do you recall?

Ms. AHUJA. Thank you, Senator, for that question. No, I was not involved in those trainings, but I am aware, in my current organization—and we work with a lot of members in the Northwest—that a lot of companies are using diversity inclusion trainings. They find it an important resource to create a supportive and inclusive environment and really help them have a competitive advantage of really understanding people from all walks of life. So not particular to OPM, but certainly I have seen it more broadly being used in this country more and more.

Senator HAWLEY. And do you support—I mean, the last administration ceased diversity training that contained any elements of what is sometimes called “critical race theory.” Do you agree with that decision by the prior administration or no?

Ms. AHUJA. Thank you, Senator, for that question. I do not know specifics about the trainings that you are citing. The ones that I have been exposed to and been familiar with have really encouraged understanding people from all walks of life, really creating an inclusive work environment. I especially think for the younger generation that is what they are looking for, not only individuals who look like them, that there is a diverse workforce, but that there is an understanding in value for the experiences that people have had.

Senator HAWLEY. Let me ask you this: During your time as CEO at Philanthropy Northwest, you have repeatedly invoked the work of Dr. Kendi, who has become famous for his theory of anti-racism. In a blog post that you wrote, you endorsed an article by Dr. Kendi where he claimed that Donald Trump’s election in 2016 was an example of “racist progress.” Those are his words—“racist progress.”

Do you agree with Dr. Kendi’s claim that the election of the former President was racist progress?

Ms. AHUJA. Thank you, Senator, for that question. I have worked with Dr. Kendi. He has come to speak at events where we have promoted greater conversation around issues of racial equity and equality. I do not know specific to that statement, but he has been, within the philanthropic space, a thought leader around how to think about issues of achieving greater equity, especially in, communities of color, how can funders think about how will they allocate their grantmaking, the type of partnerships that they pursue.

I think in that respect, he has tried to provide a perspective of how to have a more nuanced understanding of where resources should go based on the historical experiences and history within this country of which communities have really had challenges along the way.

Senator HAWLEY. But let me just ask you for your own view. I mean, you have cited and as I said in a blog post you wrote endorsed the article in which he made this claim. But setting aside whatever his view may be—he is not here today—but your view, do you agree that the election of Donald Trump is an example of racist progress in this country?

Ms. AHUJA. Senator Hawley, I thank you for that question. I have not made any of those type of statements about the election. I have been in the philanthropic space for the past few years, and so, no, I cannot speak to that particular position that Dr. Kendi has made.

Senator HAWLEY. But I am asking you if you agree with it, because you wrote a blog post in which you endorsed the article. I am just asking—I am not asking you now about his view. I am asking you, in your capacity, do you agree, do you think that the election of Donald Trump is an example of racist progress in this country?

Ms. AHUJA. Again, thank you, Senator. I do not recall this article that you are referring to, unfortunately. But I would not make those type of statements, no.

Senator HAWLEY. Do you think the United States is a systematically racist Nation? Is that fair to say?

Ms. AHUJA. Thank you, Senator Hawley. I appreciate this line of questions. I am a big believer that—and I am sure this is a value we all hold, that we seek to ensure that everyone has equal opportunity in this country. I understand and appreciate also that the historical challenges that many individuals have experienced based on their race or ethnicity. I think it is important that we have that understanding in addressing problems and inequities. Having very tailored approaches, that is the work we did in the philanthropic space, was to understand the experience of indigenous peoples, especially in the Northwest, what are the type of solutions that our funders may want to think about as far as supporting those communities, and so on.

Senator HAWLEY. I am asking these questions because you are seeking to be confirmed to lead to what is effectively the Federal Government's H.R. department. It is a very important position, a very important agency. It impacts millions of Federal employees, civil servants across the country. I want to make sure that in this job and in this position that we are committed to unifying Americans, not dividing them, certainly not dividing them along the lines of race. Some of the things that we saw this past year attributed to critical race theory and promoted by the Federal Government, including statements like the nuclear family is an inherently white concept, Christianity is an inherently white religion, other statements about work ethic being white concepts, these to me frankly seem insane and also racist. I mean, if they came out of the mouth of a white person, you would say that is unbelievably racist. That kind of—and these were in trainings. Those I am just referencing

were developed by the Smithsonian, but these were in the training materials for Federal employees, for public officials.

I think it is vital that we commit to not trying to divide Americans along lines of race, and so my question to you, my final question to you, is: Will you commit to uphold and protect our merit-based employment system and the core values that underpin that and not any effort to introduce considerations of political ideology, racial ideology, or anything other than the merit-based employment system and the laws that define what those considerations and qualifications should be?

Ms. AHUJA. Thank you, Senator. I do understand the role of this position. I very much take that very seriously and upholding merit system principles. I also understand the value of no one should be discriminated based on their race. I was a former civil rights lawyer, and I take that very seriously.

I think we all uphold what Martin Luther King, Jr., said, which is we should be judged by the content of our character and not the color of our skin, and that is the approach that I have taken.

Senator HAWLEY. Very good. I see I am out of time, Mr. Chairman. I think we also have a vote called. I will put this for the record. I want to make sure for the Board of Governors, as a State with many rural communities, I want to make sure—and I will give this to you—we do not have time to answer it, but I will give it to you for the record.¹ I want to make sure that we protect rural delivery and rural post offices. That is so important to my State. Millions of Missourians rely on that and others across the country. But I just want to get from you your commitment—again, we will do it for the record—that you will work to protect access and delivery services for rural Americans. I will give that to you in writing.

Thank you so much, Mr. Chairman.

Chairman PETERS. Thank you, Senator Hawley.

Senator Ossoff, you are recognized for your questions.

OPENING STATEMENT OF SENATOR OSSOFF

Senator OSSOFF. Thank you, Mr. Chairman. I appreciate you convening this hearing. Congratulations to our panelists for your nominations to these high posts, and thank you for putting yourselves and your families through the process.

There are a couple of Georgia connections today that I want to acknowledge. Ms. Ahuja, of course, you are a Georgia native and an alumna of Spelman and of UGA Law School. Thank you for making Georgia proud.

Mr. Stroman, I understand your son is a Morehouse man. Is that correct?

Mr. STROMAN. That is correct.

Senator OSSOFF. Excellent. Well, pleased to be speaking with you.

I want to touch briefly on an issue that is of great concern to many Georgians, and that is the decline in the timely mail service, particularly over the last year. Many Georgians who rely upon USPS to receive prescription drugs, to receive correspondence and gifts from family and friends, many small businesses who rely upon

¹ The question of Senator Hawley appears in the Appendix on page 98.

USPS for vital business purposes have contacted me to express their concern about the slow pace of mail delivery over the last year. To the three nominated potential Governors at the USPS, I would just like a quick commitment from you that you will meet with my office and, if necessary, come down to Georgia to investigate what may be slowing down the mail and to ensure that we restore timely mail delivery for the people of Georgia. We could just start with you, please, Mr. Hajjar.

Mr. HAJJAR. Absolutely, Senator, I commit to that. Service is the most important function of the Postal Service, of course, prompt, reliable, and efficient service. We have to get to the bottom of why there are problems, and we have to be sure to correct them; and, if necessary, to investigate Georgia in particular, I commit to doing that.

Senator OSSOFF. Thank you.

Ms. McReynolds.

Ms. McREYNOLDS. Yes, Senator, you have my commitment on that, and I would also just say that feedback from your constituents, as Senator Hassan mentioned earlier, is also going to be critical for the work that we need to do to improve service. So any and all feedback that you are receiving, certainly we will be interested in getting that.

Senator OSSOFF. Thank you. Mr. Stroman.

Mr. STROMAN. Thank you, Senator. Yes, service is going to be certainly one of my highest priorities, and you have my commitment to focusing on that issue and working with you on that issue.

Senator OSSOFF. Thank you, And, Ms. Ahuja, I want to raise with you a concern regarding cybersecurity at OPM, infamously a huge trove of sensitive records. Personal identifying information (PII) for U.S. civil and public servants in national security positions was stolen from OPM in recent years. Efforts have been made to improve cybersecurity, but we continue to see across the Federal Government and throughout the private sector a high level of vulnerability to cyber attacks.

Ms. AHUJA, will you commit to working with this Committee and my office and to responding promptly to requests for information? Will you agree to meet with me and this Committee at our request to discuss the efforts that OPM is making to improve cybersecurity and protect all of the sensitive data about U.S. citizens and U.S. Federal employees that OPM stewards?

Ms. AHUJA. Thank you, Senator Ossoff, for that question, and I will absolutely commit to you on all those items. As you know, I was there at OPM right after the data breaches. I had that experience and understand how incredibly important these issues are and the lessons that were learned and what we would take forward, if I am confirmed as OPM Director.

Senator OSSOFF. I am glad to hear that, Ms. Ahuja. Thank you. As you well know much of the data that you will steward in this position, should you be confirmed, is highly sensitive, even if it is unclassified, and we need to be making a stronger effort across the Federal Government to protect sensitive information and defend our networks and our data.

Thank you, Mr. Chairman. I yield back.

Chairman PETERS. Thank you, Senator Ossoff.

Senator Carper, you are recognized for your questions.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. Thanks, Mr. Chairman. Welcome to all of our witnesses. I especially want to welcome Ron Stroman, whom we have known and worked with for many years. Ron, very good to see you.

It is a very special day. As some of you know, today is Earth Day. Perhaps the greatest challenge that we face on our planet today is climate change, the climate crisis, extreme weather, incidents all over the world.

The greatest sources of emissions with respect to greenhouse gases is from our mobile sources. A decade or so ago—this will sound familiar to Gary Peters, our Chairman. A decade or so ago I was at the Detroit auto show, and I think with Senator Stabenow, maybe it was with then-Congressman Peters. I am not sure. But the car of the year, vehicle of the year that year was the Chevrolet Volt. It got about 38 miles per charge. A hybrid vehicle, 38 miles per charge.

I was out shopping for a new car a couple weeks ago, and I think it was a Tesla that got about 350 miles on a charge, and they showed me another one that got about 400 miles on a charge. But we have General Motors (GM) and we have Ford doing remarkable things as well with respect to the ability to get electric vehicles out there that just perform amazing things.

I think Ford—maybe GM announced earlier this year they are not going to build any gas-or diesel-powered vehicles in this country or maybe in the world after 2035. I think we have a similar announcement coming from Ford. I understand that the Postal Service is engaged with a company up in Oshkosh, Wisconsin, to purchase up to 165,000 new vehicles with vehicle rollout between 2023 and 2033. I understand that the Postal Service plans an initial order of 75,000 vehicles, some 10 percent of which will be electric. So that would be 7,500 vehicles. They need to order about 165,000 vehicles in the next decade or so, and we are looking at an initial order of vehicles up to 75,000 of which 10 percent will be electric. I understand there is a provision in the contract that—they may have a provision that would allow the Postal Service to say, no, we would like to have some of those vehicles to be electric, not diesel or gasoline.

I just want to say to the folks who have been nominated to serve on the Postal Board, the Postal Service has a great opportunity here to take the lead in combating climate change, and that is by moving away from internal combustion engines and the emissions they produce and by investing in a fleet that is more of an electric fleet.

I would like to submit for the record for our Postal Board of Governor nominees regarding what actions the Postal Service can take to ensure that they are taking appropriate action to address the threat of climate change to our planet. If we end up 10 years from now and 165,000 postal vehicles have been ordered and are being built and put out on the road and we end up with just, I will say, 10,000, 20,000, or 30,000 of them are electric or maybe powered by hydrogen and fuel cells, if that is all we do, we have really missed

a great opportunity. And especially on Earth Day, I want us to take that message to heart.

I just would say to each of the nominees for the Postal Board of Governors, will you respond for the record¹ and share with us your thoughts on this matter, please? Just yes or no. Just go down the list. Mr. Stroman.

Mr. STROMAN. Yes, Senator.

Ms. McREYNOLDS. Yes, Senator.

Mr. HAJJAR. I will say yes again.

Senator CARPER. Thank you.

I have another question for the nominees for the Postal Board of Governors. The Postal Service has the obligation, some say the burden, of going to every mailbox in the country roughly six times a week—whether they have a lot of mail to drop in a mailbox or just a little bit of mail to drop in our mailboxes. Einstein used to say, “In adversity lies opportunity,” and we have to be smart enough—the Postal Service can cut costs and innovate and so on, but we have to come up with ways to take that burden and make it another particular. How do we monetize that obligation? It is really an obligation that goes back to the Constitution.

I want each of you to just give me one idea. How do we monetize that obligation to turn it into real revenue with the Postal Service going forward? Ron, why don’t you go first, then Anton and then Amber, please.

Mr. STROMAN. Thank you, Mr. Chairman.

Senator CARPER. And be brief. Get right to the point, please.

Mr. STROMAN. OK I will get right to the point. One recommendation would be that platforms, technology platforms are really changing the way businesses work and interact. The Postal Service could establish a platform working with the Small Business Administration (SBA) to really improve shipping and delivery charges all across the country. This is particularly important coming out of the pandemic, and I think if the Postal Service can strengthen its IT infrastructure, it provides just a tremendous opportunity to be able to improve its relationship with small businesses and help grow the business.

Senator CARPER. All right. Thanks very much.

Anton.

Mr. HAJJAR. Yes, two things, Senator. One is the plan to pursue the growing market in packages. That is helpful, and it is complicated. It may require a whole different network to perform it, but that is one thing. And providing services in post offices where there is a need is also a helpful way to capitalize on the network that exists in the Postal Service today.

Senator CARPER. Thank you. Ms. McReynolds, please, the same question.

Ms. McREYNOLDS. Thank you for the question, Senator, and I agree with my colleagues both in the enhancements for small business services and also package delivery options. And then I will add one more. Being a local official and working in election administration, I think there are tremendous opportunities that are being missed that we can look at from a partnership level with State and

¹ The information referenced by Senator Carper appears in the Appendix on page 147.

local government. A good example, just one offhand, the National Change of Address data base is a vital and very useful set of data for State and local government, not only for elections but other purposes, and that is largely being underutilized right now in States. I think there is an opportunity to consider some of these other opportunities that maybe have not been looked at previously for possible expansions of revenue and at least to improve service.

Senator CARPER. Thank you. One last question for the record, if I could, Mr. Chairman. A 2010 report of the Postal Regulatory Commission (PRC) recommended adopting private sector pension cost allocation methods for the postal account within the Civil Service Retirement and Disability Fund (CSRDF) to more accurately, more fairly allocate the retirement benefit costs for postal retirees between the Federal Government and the Postal Service. If confirmed, Kiran, could I ask you to answer just for the record,¹ to commit to reviewing the recommendations of this report and taking action as appropriate? You do not have to respond now, but we will do this for the record.

All right. Mr. Chairman, a very important hearing. I am grateful to the folks who are willing to serve in these capacities, heading up OPM and also serving on the Postal Board of Governors.

Thank you so much.

Chairman PETERS. Thank you, Senator Carper.

Senator Rosen, you are recognized for your questions.

OPENING STATEMENT OF SENATOR ROSEN

Senator ROSEN. Thank you, Chairman Peters, Ranking Member Portman. Thank you to each of our witnesses and their families for your time today and for stepping up and being willing to serve our country at such a crucial time.

I want to speak quickly about postal rural delivery, because in Nevada, during this pandemic the Postal Service has been of particular importance to our rural communities, even more so to our rural seniors. In many cases the men and the women who deliver the mail are the only people that they may see in a day, maybe in a week. I have heard countless stories from letter carriers that they check on the welfare of seniors who live on their routes, and they serve a role far beyond delivering the mail.

Mr. Hajjar, when we spoke last week, you told me about the time you spent working on postal issues, so I know you are familiar with the importance of the Postal Service to Nevadans, and I want to be sure that we ensure rural communities have access to robust, reliable services from the USPS, so rural communities like Beatty, Nevada, that has a population of just around 800; Caliente, a population just around 900. The Postal Service, again, plays a critical role.

Mr. Hajjar, when we are making operational changes, what rural-specific factors should the Postal Service take into account?

Mr. HAJJAR. Thank you for that question, Senator. We know from the last round of consolidations that service plummeted, and we are still suffering with the deterioration of service that came from that. So that has to be taken into account when plans are con-

¹ The information requested by Senator Carper appears in the Appendix on page 275.

solidated and offices are consolidated. The communities have to be consulted specifically, and those views have to be taken into account. It is written in the law. It is also written in the law that the Postal Service must supply a maximum degree of effective services to all communities and specifically to rural communities. So that is the law, that is what is required, and that is what I am going to be dedicated to doing if I am fortunate enough to be confirmed.

Senator ROSEN. Thank you. That leads into my next question about the universal service obligation. Although it is not clearly defined in statute, I would like to hear from you, Ms. McReynolds, and then Mr. Stroman, how you feel about what you believe the universal service obligation means.

Ms. McREYNOLDS. Thank you, Senator Rosen, and for me, while it is not clearly defined, for me the universal service obligation means that every American should expect reliable, affordable, and equitable service across the country. As we talked about when we last spoke, I did grow up in a rural community, and in my work with election administration, I understand very clearly the needs of rural communities, and I think what is even more important is to engage rural communities and stakeholders within those communities about the needs that they have specifically with regards to the Postal Service and their businesses and everything else that they rely on the Postal Service for.

Senator ROSEN. Mr. Stroman, do you want to tell me how you feel about the universal service obligation?

Mr. STROMAN. Thank you, Senator Rosen. I think it is one of the foundational principles for the Postal Service. All Americans should be able to send and receive mail and access postal services at a reasonable rate, 6 days a week. I think it is one of the strengths of the Postal Service. If you go back and look at the Postal Reorganization Act, one of the founding principles is rural America. I have gone to rural parts of the country, and I have talked to rural business owners, and I have talked to customers, and I know how dependent they are on the Postal Service.

It is absolutely critical that the Postal Service provide its reasonable access, delivery services to all parts of the country, but particularly to rural parts of our Nation.

Senator ROSEN. Thank you. I appreciate that. I think it is a foundational principle as well. But I would like to move quickly to the implementation of the STOP Act. Ranking Member Portman introduced that. I was proud to cosponsor it because we know that much of our supply of potent synthetic opioids enters the U.S. illegally, according to the U.S. Drug Enforcement Agency (DEA), through our mail system. Las Vegas Valley, unfortunately, is a big market and an important hub, again, I am sorry to say, for illegal narcotics. The DEA and the Centers for Disease Control and Prevention (CDC) in one of their threat assessments in 2018 had Nevada as having one of the highest death rates for overdose from semi-synthetic prescription pain medication.

Again, Ranking Member Portman's STOP Act, how do you think that is going to help us stop the flow of these illegal drugs coming through the mail? I guess I have a little time left. I will start back

with you, Mr. Stroman, and then if we have time, Ms. McReynolds, please.

Mr. STROMAN. Thank you, Senator, for that question. I think it is going to be and it has been enormously helpful, the Postal Service takes the advance electronic data and works with Customs and Border Protection (CBP). It is Customs and Border Protection's responsibility to determine whether or not they believe there may be illicit drugs coming into our shores from overseas. So having that information that the Postal Service can access is absolutely critical.

As I said to Senator Portman, I think that the Postal Service has a responsibility to enforce that provision, work with Customs and Border Protection to implement it. I think it will be and has been an important tool to help identifying and preventing illicit drugs from coming into the country.

Senator ROSEN. I think I am going to have to take Ms. McReynolds' and Mr. Hajjar's comments off the record. We will submit them. I believe my time has expired, Mr. Chairman, so we will just ask for them to submit that in writing to us.

Thank you.

Chairman PETERS. Thank you, Senator Rosen, for your questions.

I want to take this opportunity to thank all of you for being here today, and congratulations again to each and every one of you for your nominations for these very important positions. We certainly appreciated the opportunity to ask you questions, and we will begin our adjournment process right now.

In order to close this hearing, I am going to make the following statement: All of the nominees have made financial disclosures¹ and provided responses to biographical and prehearing questions submitted by this Committee.² Without objection, this information will be made part of the hearing record,³ with the exception of the financial data, which is on file and available for public inspection at the Committee office.⁴

The hearing record will remain open until 12 p.m. tomorrow, April 23rd, for the submission of statements and questions for the record. With that, this hearing is now adjourned.

[Whereupon, at 12:10 p.m., the Committee was adjourned.]

¹The information of Ms. Ahuja appears in the Appendix on page 43.

²The information of Mr. Hajjar appears in the Appendix on page 107.

³The information of Ms. McReynolds appear in the Appendix on page 163.

⁴The information of Mr. Stroman appears in the Appendix on page 233.

A P P E N D I X

**Chairman Peters Opening Statement As Prepared for Delivery
Full Committee Hearing: Nominations of Kiran A. Ahuja to be Director, Office of
Personnel Management, and Anton A. Hajjar, Amber F. McReynolds, and Ronald
Stroman to be Governors, U.S. Postal Service
April 22, 2021**

The Committee will come to order.

Today, we are considering the nominations of Kiran Ahuja to be Director of the Office of Personnel Management, and Anton Hajjar, Amber McReynolds, and Ron Stroman, to be members of the U.S. Postal Service Board of Governors.

Welcome to you all, and thank you for joining us here today. Congratulations on your nominations, and thank you for your willingness to serve in these roles that help ensure our government is working efficiently and effectively for the American people.

Ms. Ahuja, if confirmed as Director of the Office of Personnel Management, or OPM, you will not only lead an agency of several thousand employees, but also serve as the chief human resources officer to millions of hardworking, and dedicated, public servants across the federal government.

Over the last few years, OPM and our federal workforce have faced many challenges.

This is an incredibly important position and I believe your extensive public service experience, including as Chief of Staff at OPM, have prepared you well to lead this agency at what is, undoubtedly, a pivotal time for employees at OPM and throughout the federal government.

As you and I have discussed, our nation's civil service requires an experienced, independent leader who can rebuild confidence in OPM, and provide a hopeful and innovative vision for the future of the federal workforce.

Our dedicated public servants are on the frontline, responding to the ongoing pandemic, protecting our national security, and delivering vital services to the American people every day. I look forward to hearing more about how you plan to lead this critical agency.

Mr. Hajjar, Mr. Stroman, and Ms. McReynolds, if confirmed, you will help lead the U.S. Postal Service, an essential public service for nearly 250 years, that countless Americans rely on for affordable and reliable delivery of medications, financial documents, for running their small business, and more.

As you all know, the Postal Service and its dedicated workers continue facing unique challenges that have been compounded by the ongoing pandemic. And, last year we saw service standards fall dramatically due to changes that were made without consulting Congress or even studying their possible effects.

Though the current situation has improved, the Postal Service continues to face enormous challenges in providing timely delivery and planning for its future.

Given these challenges, it is essential that nominees to the Board of Governors are qualified leaders who will focus on service, and work with Congress to ensure our postal workforce has the right support to deliver for the American people each and every day.

Mr. Hajjar, as a legal expert who has worked extensively on labor-management relations, you have a strong knowledge of how to forge compromises, and understand the unique challenges faced by the Postal Service's large and diverse workforce.

Ms. McReynolds, as the chief executive of a nonprofit and former senior local government official, you are a proven leader who has experience working with a variety of stakeholder groups. From our conversations, it is clear you are knowledgeable on how the Postal Service works with states, clients and constituents to deliver mail across the nation.

Mr. Stroman, you are a lifelong public servant, and as former Deputy Postmaster General, you have a deep operational knowledge of the Postal Service. You also have an extensive record of working across the aisle as its former head of government relations.

All of you have diverse and extensive leadership, public service, and legal experience that have prepared you to take on this new role, bring fresh perspectives, and address the challenges the Postal Service faces.

I look forward to hearing more from each of you about your vision for improving the Postal Service, increasing accountability, and working to ensure every American, including veterans, small business owners, rural residents, underserved communities, and seniors, can count on the Postal Service.

Ranking Member Portman Opening Statement

Senate Homeland Security and Governmental Affairs Committee Nomination Hearing:
Kiran A. Ahuja to be Director, Office of Personnel Management and Anton A. Hajjar,
Amber F. McReynolds, and Ronald Stroman to be Governors, U.S. Postal Service

April 22, 2021

As Prepared for Delivery:

Thank you, Chairman Peters. I'm glad to join this hearing today.

Ms. Ahuja, Mr. Hajjar, Ms. McReynolds, and Mr. Stroman, I want to welcome you to our committee and say that I appreciated our recent telephone calls. You have been nominated for key positions at the Office of Personnel Management and the United States Postal Service, respectively, and today I hope we will be able to have a meaningful discussion about the challenges facing both agencies.

The Office of Personnel Management plays an important role in ensuring the success of our government. Not only does OPM develop government-wide human resources programs, but it provides technical guidance and support to agencies in recruitment, retention, performance evaluation, and development of workers. In addition, OPM oversees important benefits programs for tens of millions of federal employees, including their retirements and pensions. Government does not work without people, and OPM's role in maximizing, supporting, and mobilizing the federal workforce is critical.

This past year alone has proven the resilience of federal workers in transitioning to remote work to continue to deliver results for the American people—but it has not been without challenges. And in addition to the pandemic, the crisis at our border appears poised to affect our federal workforce more broadly. OPM recently announced a four-month paid leave program for federal employees to care for unaccompanied children at our border. I look forward to learning more about your thoughts about that, Ms. Ahuja.

The Board of Governors of the Postal Service is in many ways similar to the Board of Directors of a private company. Although a part-time position, the role has big responsibilities. Governors set the rates of all mail and package products. Additionally, it is their responsibility to select the Postmaster General and oversee that individual's performance, as well as to set the strategic direction for the Postal Service as a whole.

As we all know, probably too well, the Postal Service has faced financial struggles for more than a decade due to ongoing long-term declines in Americans' use of mail. During the past holiday season the Postal Service was hit by both unprecedented volume spikes and worker shortages due to the pandemic. The outcome was severe mail and package delivery delays in Ohio and nationwide that took until the new year to resolve.

Over the past 14 years, the Postal Service has accrued \$87 billion in losses and now has more than \$150 billion in unfunded liabilities. At the same time, providing high quality mail and package services to all Americans remains vital. If confirmed, you have a challenging road ahead, and I hope you will work closely with us, and your colleagues already on the Board, to see it through.

Thank you again for your time and I look forward to hearing from you.

U.S. Senate Committee on Homeland Security and Governmental Affairs

Opening Statement of Kiran Ahuja

Nominated to be Director, Office of Personnel Management

Thank you, Chairman Peters, Ranking Member Portman, and Members of the Committee for welcoming me here today. It is an honor to be considered by this Committee as President Biden's nominee for Director of the Office of Personnel Management.

I want to take a moment to recognize my husband, Javier Guzman, who I am pleased to have here with me today and to whom I owe a deal of gratitude for his ongoing support and encouragement.

Finally, I want to thank the Members of the Committee and their staff for taking the time to meet with me. If I am fortunate enough to be confirmed, I look forward to continuing our conversations and strengthening the relationship between OPM and this Committee.

It is with a degree of humility that I appear before you today. I am the daughter of Indian immigrants and very much a product of the American dream. My family came to this country in the early 1970's when I was two years old. My father was a trained psychiatrist who accepted an opportunity to serve in rural hospitals across the South at a time when there was great need and demand. My childhood was spent in small towns and cities across Georgia, Louisiana, and Florida where I learned how to build bridges with people from all walks of life. Those formative years were challenging at times, but thankfully, they also taught me adaptability, perseverance, resiliency, and a sense of purpose that has informed and guided me every day since.

After graduating from Spelman College, an historically black college in Atlanta, and the University of Georgia School of Law, I answered an early call to public service beginning my

career as a trial attorney at the U.S. Department of Justice through the Department's Honors Program. I went on to lead mission-oriented organizations of all sizes in the non-profit and public sectors. This included a return to public service, first as the Executive Director of the White House Initiative for Asian Americans and Pacific Islanders responsible for increasing access to and participation in federal programs, and later as Chief of Staff at the Office of Personnel Management (OPM).

During my tenure at OPM, I had the opportunity to witness firsthand the commitment, hard work, and dedication of the OPM staff and the federal workforce. I worked alongside individuals who take very seriously their oath of public office and work every day to successfully fulfill their agency's mission. I believe people are and should be at the center of all policy decisions, and, if I were fortunate enough to be confirmed, I would carry forward this guiding principle while working in service to the American public.

If confirmed, I pledge to protect our merit system principles, a bedrock of our civil service. It would be my mission to serve and support federal employees and to restore, rebuild, and retool the federal workforce. OPM will need to innovate to meet the modern needs of agencies with respect to recruitment, hiring, retention, engagement, and performance management. And, of course, OPM also needs to honor federal retirees by providing them the high-level service they deserve. OPM cannot do this alone, and, if confirmed, I'm committed to working with government partners – including Congress – to ensure OPM has the support and resources necessary to fulfill its mission and that the agency is held accountable to its obligations.

As I reflect upon the examples my parents set, I think of their extraordinary journey, work ethic, and their commitment to underserved communities in Savannah, Georgia. My

parents began their lives as refugees following the Partition of India, and despite all odds, my father obtained his medical degree. My father worked well into his later years, including starting a medical clinic for underserved Georgians in the inner-city of Savannah. My mother also worked at the clinic – though not a doctor, she was the heart and soul of the operation, and fully embraced her role as a servant for public good. They both so embraced the culture and diversity of America, that even during my mother's retirement, she taught country line dancing at the senior center. My dad and the other husbands sat in chairs along the side of the room, while the women had a blast on the dance floor. I still get text messages from some of her students. And though they have both passed away, I hope their examples live on through my own commitment to public service and community engagement.

If confirmed, it would be an honor and the privilege of my professional career to return once again to public service as OPM's Director.

I thank the Committee for considering my nomination, and I look forward to working with you all.

I am happy to answer any questions you may have.

Thank you very much.

**HSGAC BIOGRAPHICAL QUESTIONS FOR
EXECUTIVE NOMINEES**

REDACTED

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
<u>Name of Position</u>	<u>Date of Nomination</u>
Director, U.S. Office of Personnel Management	02/23/21

<i>Current Legal Name</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
Kiran	Arjandas	Ahuja	

<i>Addresses</i>					
<u>Residential Address</u> (do not include street address)			<u>Office Address</u> (include street address)		
			Street: 2101 4 th Avenue, Ste 650		
City: Cambridge	State: MA	Zip: 02138	City: Seattle	State: WA	Zip: 98121

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

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1971	Portsmouth, England

<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>			
<u>Spouse's First Name</u>	<u>Spouse's Middle Name</u>	<u>Spouse's Last Name</u>	<u>Spouse's Suffix</u>
Javier	Manuel	Guzman	

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

<i>Children's Names (if over 18)</i>			
First Name	Middle Name	Last Name	Suffix
Elena	Marie	Guzman	
Noah	Javier	Guzman	

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>
Emory University	College	08/89 ☐ Est ☐	12/91 ☐ Est ☐ Present ☐	n/a	n/a
Spelman College	College	01/92 ☐ Est ☐	05/93 ☐ Est ☐ Present ☐	BA/Pol Sci	May 1993
University of GA, School of Law	University	08/95 ☐ Est ☐	12/98 ☐ Est ☐ Present ☐	JD	Dec 1998

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, USPS 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	Philanthropy Northwest	CEO	Seattle, WA	06/17	Present

Unemployment			Wash DC	01/17	06/17
Other Federal Employment	U.S. Office of Personnel Management	Chief of Staff	Wash DC	11/15	01/17
Other Federal Employment	U.S. Department of Education/White House Initiative on Asian Americans/Pacific Islanders	Executive Director	Wash DC	12/09	11/15
Non-government employment	University of South Florida	Adjunct Faculty	Tampa, FL	01/09 est.	11/09 est.
Self-Employment		Consultant	Tampa, FL	05/08 est.	11/09 est.
Unemployment			Tampa, FL	01/08 est.	05/08 est.
Non-government employment	National Asian Pacific American Women's Forum	Executive Director	Wash DC	03/03	01/08
Non-government employment	American University Washington College of Law	Public Interest Career Advisor	Wash DC	08/02	03/03
Non-government employment	American University Washington College of Law	Adjunct Faculty	Wash DC	8/03 est.	4/07 est.
Other Federal employment	U.S. Department of Justice	Trial Attorney	Wash DC	08/99	07/02
Unemployment			Athens & Atlanta, GA & Mumbai, India	08/97 est.	08/99 est.
Non-government employment	Lawyers Committee for Civil Rights, Inc.	Legal Intern	Chicago, IL	06/97	08/97
Unemployment			Athens, GA	08/95 est.	06/97 est.
Unemployment			Savannah, GA & Mumbai, India	09/94 est.	08/95 est.
Other Federal employment	Congresswoman Cynthia McKinney	Staff assistant, constituent services	Savannah, GA	09/93 est.	09/94 est.
Unemployment			Atlanta, GA	06/93	09/93
Non-government employment	International Affairs Center, Spelman College	Work study or unpaid	Atlanta, GA	01/92 est.	05/93 est.
Unemployment			Atlanta, GA	09/91 est.	12/91 est.
Non-government employment	Temp Agency, as I recall, assigned to work at local construction company	Office Clerk	Savannah, GA	06/91 est.	08/91 est.
Non-government employment	Emory University, Art History Dept	Work study	Atlanta, GA	08/90 est.	05/91 est.
Non-government employment	The Gap	Summer sales associate	Savannah, GA	06/90 est.	08/90 est.

Non-government employment	Carter Center	Work study	Atlanta, GA	08/89 est.	05/90 est.
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(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
Washington State Complete Count Committee	Member	10/18, est. ☐ Est	10/19, est. ☐ Est ☐ Present

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 have consulted with the Office of Government Ethics and the Office of Personnel Management's Designated Agency Ethics Official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the agency's Designated Agency Ethics Official and has been provided to the Committee. I am not aware of any other potential conflict 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.

Philanthropy Northwest, the nonprofit where I currently serve as CEO, periodically takes positions on public policies that may impact the charitable and nonprofit sector. These positions include: support for tax policy that encourages greater charitable giving and for the Johnson Amendment that prohibits 501c3s from supporting/opposing candidates and engaging in partisan campaign activities; support for the CHARITY Act (S.1475), which would make it easier for donors to give to charities and for charities to do their work; support for nonprofits, stronger charitable giving incentives, and aid to states and local governments in the 1st and 2nd coronavirus relief packages; support of the U.S. Census Bureau and for state resources for census activities in Washington state; support for federal and state legislation to address the ongoing issue of missing and murdered Indigenous women and girls; and advocacy for administration action regarding family separation at the border.

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.

- Several community and civic scholarships, Emory University
- Summa Cum Laude, Spelman College
- Cum Laude, University of Georgia Law School
- Public Interest Award, University of Georgia Law School
- Special Achievement Award, U.S. Department of Justice
- Woman of Color Legacy Award, Spelman College
- Multiple honors, Asian American and Pacific Islander organizations

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>
Wing Luke Museum	03/18 – 01/21	Board member
Asian Americans/Pacific Islanders in Philanthropy	06/20 – present	Board member
United Philanthropy Forum	07/20 – present	Board member
State Bar of Georgia	06/99 – present	Member in Good Standing, currently inactive status

7. Political Activity

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

No.

<u>Name of Office</u>	<u>Elected/Appointed/ Candidate Only</u>	<u>Year(s) Election Held or</u>	<u>Term of Service (if applicable)</u>
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		<u>Appointment Made</u>	

(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.

None.

<u>Name of Party/Election Committee</u>	<u>Office/Services Rendered</u>	<u>Responsibilities</u>	<u>Dates of Service</u>

(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>
AAPF Victory Fund, Inc.	\$500	2017

8. Publications and Speeches

(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.

I have done my best to identify titles, publishers and dates of books, article, reports or other published materials including a thorough review of my personal files and publicly available electronic databases. In my role as Executive Director between 2009-2015, I authored blog posts and other materials regarding information and activities of the White House Initiative on Asian Americans and Pacific Islanders. The link to blog content is: <https://obamawhitehouse.archives.gov/administration/eop/aapi/blog>. In my current role as Chief Executive Officer since 2017, I have authored blog posts and other materials regarding information and activities of Philanthropy Northwest. The link to this content is: <https://philanthropymw.org/news>. In addition, I have located the following published materials. If additional materials are identified, they will be provided to the Committee promptly.

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
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A New Agenda for the Progressive Women's Movement Link: https://www.ncrp.org/publication/new-agenda-progressive-womens-movement	National Committee for Responsive Philanthropy	12/01/06
Voices of API women: Kiran Ahuja on Being a Young leader Link: http://feministing.com/2007/05/17/voices_of_api_women_kiran_ahuj/	Feministing.com	05/17/07
A Different World: What's it like to be an Asian American student at a historically black college? Link: https://hyphenmagazine.com/magazine/issue-26-south-spring-2013/different-world	Hyphen Magazine	01/27/13
Is Washington ready for Census 2020? Billions are riding on it Link: https://www.seattletimes.com/opinion/is-washington-ready-for-census-2020-billions-are-riding-on-it/	The Seattle Times	03/31/19
Philanthropy Leaders, Join Me in Rebuking Trump's Racist 'Go Home' Tweet Link: https://www.philanthropy.com/article/philanthropy-leaders-join-me-in-rebuking-trumps-racist-go-home-tweets/	Chronicle of Philanthropy	07/22/19

(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.

I have done my best to identify formal speeches and testimony during the last five years including a thorough review of my personal files and publicly available electronic databases. These keynote speeches were largely focused on the philanthropic and nonprofit sectors, including how these sectors can encourage greater diversity, equity, and inclusion in its programs, policies, and grantmaking. If additional materials are identified, they will be provided to the Committee promptly.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Keynote speech	National Asian Pacific American Bar Association	09/30/16
Keynote speech	Kennesaw State University Southeast Asian Leadership Summit	05/16/17
Community-centered Philanthropy	Idaho Community Foundation annual luncheon	09/13/17
State of Philanthropic Sector & Diversity, Equity and Inclusion	National Philanthropy Day Awards Luncheon	11/01/18
Diversity, Equity and Inclusion & Nonprofit Sector	Serve Idaho Conference	03/28/18

Asian American Representation & Issues in Philanthropy	Asian Americans/Pacific Islanders in Philanthropy National Gathering	04/28/18
Equity Issues in Seattle and the Pacific Northwest	Seattle Equity Summit	04/26/19
"Building Out Indian Country: Tools for Community Development"	Senate Hearing 116-16, Testimony before the U.S. Senate Committee on Indian Affairs	04/10/19

(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.

I have done my best to identify additional speeches and testimony including a thorough review of my personal files and publicly available electronic databases. The speeches listed below were in my capacity as CEO of Philanthropy Northwest and as Executive Director of the White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI). As Philanthropy Northwest CEO, I spoke annually to our membership and network, and then throughout the year to our members and network in our six state Pacific Northwest region, including Alaska, Idaho, Wyoming, Montana, Oregon and Washington. As WHIAAPI Executive Director, I spoke often to Asian American and Pacific Islander communities across the government about federal government initiatives and priorities. I did not retain copies of my notes or speeches from my time serving in the Obama-Biden Administration. If additional materials are identified, they will be provided to the Committee promptly.

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Remarks at DOC-DOI announcing first set of GDP estimates for Territories.	DOI, federal officials, AAPI community and business leaders	05/10/10
Remarks at Asian Pacific Islander American Scholarship Fund Summit	Higher education leaders, students	06/23/10
Keynote, Asian Pacific American Bar Association - DC chapter	Asian American lawyers in DC	09/15/10
Panelist for discussion on America's Equity Agenda and the Blurring of the Color Line in Higher Education	Steinhardt Institute for Higher Education Policy	04/06/11
Panelist for discussion on New Research and Policy on Asian Americans, Pacific Islanders and Native Hawaiians	Center for American Progress	10/28/11
Moderated panel discussion	WHIAAPI Bully Prevention Summit At Hunter College	10/29/11
Speech at conference with the theme: "MOSAIC: Shattering Barriers to Piece Together Perspective	South Asian Awareness Network	01/12

Speech accepting honorary award	Chinese for Affirmative Action	06/27/12
Speech at conference on Taking the Lead on Leadership	Asian American Research Institute, CUNY	08/14/12
Remarks at multiple summits organized by the White House Initiative on AAPIs	Asian American & Pacific Islander leaders (Atlanta, Seattle, Columbus, Ohio, among other cities)	2012
Remarks at Building Georgia's Asian American Future event	Local and state leaders in Georgia, community and business leaders from the Asian American community	06/27/13
Opening Remarks at AAPI Heritage Month event	AAPI leaders in Washington, DC	05/06/14
Keynote Speech	WH Briefing on Sikh Civil Rights	06/18/14
Remarks at CAPAL's Washington Leadership Program	Asian American & Pacific Islander interns in Washington, DC	06/24/14
Keynote Speech	Asian American Psychology Association	08/06/14
Opening Remarks at White House Summit on AAPIs	Asian American and Pacific Islander community leaders and federal officials	05/12/15
Speech to Philanthropy Northwest Membership on state of organization and network	Philanthropy network in the Northwest	October 2017, October 2018, November 2019, and October 2020
Remarks at Young Southeast Asian Leaders Initiative gathering	Participants in program from around Southeast Asian gathering in Singapore for program	05/16/17
Remarks at Welcome Reception	Rasmuson Foundation, Alaska philanthropic/nonprofit leaders	06/17
Remarks at Welcome Reception	Wing Luke Museum, Philanthropic/nonprofits leaders in Seattle, Washington	06/29/17
Remarks at Welcome Reception, hosted by Asian Americans/Pacific Islanders in Philanthropy, Seattle Chapter	Philanthropic/nonprofit leaders in Seattle, Washington	07/07/17
Remarks as Award Recipient, CHHAYA Event	South Asian leaders in New York City	07/20/17
Opening Remarks, Racial Equity Speakers event	Seattle community leaders	03/18
Remarks at Building Community Philanthropy event	Cohort participants of Building Community Philanthropy Initiative	Jan and/or June 2018

Remarks at Community Foundation Convening	Washington community foundations	09/12-13/18
Remarks on state of philanthropic investment in Census efforts in Washington	Washington Complete Count committee and attendees	10/18
Remarks at Alaska Funders Meetings	Alaska philanthropic and nonprofit leaders	Multiple times between 2017 - 2019
Remarks, Washington State Census Funders	Washington-based philanthropic leaders	12/18 - 02/19, est.
Remarks, Racial Equity Speaker event	Tacoma, Washington community leaders	04/18/19
Introductory remarks at The Learning Conference	Grantmakers for Effective Organizations in Seattle, WA	05/29/19
Remarks, Giving USA National Webinar	Nonprofit leaders	06/18/19
Opening Remarks, Racial Equity Speakers event	Seattle civic community	06/19/19
Panel Remarks at The Giving Institute Summer Symposium in Seattle, WA	Individuals working with philanthropic donors/foundations	07/11/19
Conference Remarks/Moderated Dialogue	United Philanthropy Forum conference w/ its members – regional and national philanthropic organizations	07/15-17/19
Moderated Dialogue, Racial Equity Speakers event	Portland, Oregon civic community	09/19

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:
- a. 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.

No.

<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>

(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.

No.

<u>Date Claim/Suit Was Filed</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>

(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.

No.

<u>Name of Agency/Association/Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>

(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?

No.

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.

<u>Name of Organization</u>	<u>Address of Organization</u>	<u>Type of Organization</u> (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	<u>Position Held</u>	<u>Position Held From</u> (month/year)	<u>Position Held To</u> (month/year)

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.

<u>Status and Terms of Any Agreement or Arrangement</u>	<u>Parties</u>	<u>Date</u> (month/year)

16. Additional Financial Data

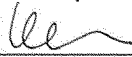
All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing

on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

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.



This 17 day of March, 2021

UNITED STATES OFFICE OF
GOVERNMENT ETHICS



REDACTED

February 26, 2021

The Honorable Gary C. Peters
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 Kiran Ahuja, who has been nominated by President Biden for the position of Director, Office of Personnel Management.

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 APOL

Digitally signed by DAVID
APOL
Date: 2021.02.26 11:16:12
-05'00'

David J. Apol
General Counsel

Enclosures **REDACTED**



2/22/21

Lynn Eisenberg
General Counsel &
Designated Agency Ethics Official
Office of Personnel Management
Room 7355
Washington, DC 20415

Dear Ms. Eisenberg:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Director, Office of Personnel Management. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 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 particular 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 an officer, director, trustee, general partner, or employee; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the regulatory exemption for diversified mutual funds and unit investment trusts at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I will receive a live ethics briefing from a member of the ethics office after my confirmation but not later than 15 days after my appointment pursuant to the ethics program.

regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order No. 13989) and that I will be bound by it. Among other obligations, I will be required to recuse from particular matters involving specific parties involving my former employer or former clients for a period of two years after I am appointed, with the exception of states and local governments.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 – RESIGNATIONS

Upon confirmation, I will resign from my positions with the following entities:

- Philanthropy Northwest
- United Philanthropy Forum
- Asian Americans/Pacific Islanders in Philanthropy

I resigned from my positions with the following entities in January 2021:

- Wing Luke Museum of the Asian Pacific American Experience
- PT Fund, Inc.

Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to at 5 C.F.R. § 2635.502(d).

SECTION 3 – FAMILY TRUST

I will retain my position as trustee of the Family Revocable Trust. I will not receive any fees for the services that I provide as a trustee during my appointment to the position of Director. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the Family Revocable Trust, 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).

SECTION 4 – SPOUSE EMPLOYMENT

My spouse is employed by Harvard University in a position for which he receives a fixed annual salary and a bonus tied to his performance. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for as long as my spouse continues to work for Harvard University, I will not participate personally and substantially in any particular matter involving specific parties in

which I know Harvard University is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 5 – PUBLIC POSTING

I have been advised that this ethics agreement and the Certification of Ethics Agreement Compliance will be posted publicly, consistent with the public information law at 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,

A handwritten signature in black ink, appearing to read 'Kiran Ahuja', written over a horizontal line.

Kiran Ahuja

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Kiran Ahuja to be
Director, Office of Personnel Management**

I. Nomination Process and Conflicts of Interest

1. Did the President give you specific reasons why you were nominated to be the next Director of the Office of Personnel Management (OPM), and if so, what were they?

No.

2. Were any conditions, expressed 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 Director? If so, what are they, and to whom were the commitments made?

No.

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

I am not aware of any. I will continue to consult with OPM's Designated Agency Ethics Official and follow their guidance to avoid any potential conflict of interest or the appearance of one.

5. Please provide the name of any individual, law firm, lobbying firm, public relations firm, or other entity you have formally retained or contracted with regarding this nomination, including any amounts paid in fees or otherwise.

I have none.

II. Background of the Nominee

6. Why do you want to serve as OPM Director?

I'm humbled and grateful to have been nominated by President Biden to serve as the Director of the Office of Personnel Management. I've dedicated my career to public service and serving as the director of OPM would be the honor of my professional life. If confirmed, it will be my mission to protect federal employees and restore, rebuild, and retool the federal workforce. OPM will also need to innovate to meet the modern needs of agencies with respect to

recruitment, hiring, engagement, and performance management. And, of course, OPM also needs to honor federal retirees by providing the high-level service they deserve. OPM cannot do this alone, and, if confirmed, I'm committed to working with government partners -- including with Congress -- to ensure OPM has the support and resources necessary to fulfill its mission and that the agency is held accountable to its obligations.

7. What specific background, experience, and attributes affirmatively qualify you to be OPM Director?

If confirmed, I will bring to OPM more than two decades of experience managing organizations, budgets, and complex challenges both inside and outside of government. I have gained a wealth of experience in running both small and large mission-driven organizations; managing and attracting high-functioning and dedicated staff; setting organizational vision, strategy, and scope; and developing and implementing projects with clear timelines and benchmarks. From 2015-2017, I served as Chief of Staff at OPM during one of the most challenging periods in the agency's history. I am currently the CEO at Philanthropy Northwest, a non-profit organization that supports philanthropic institutions in a six-state region in the Northwest, including Alaska, Montana, Wyoming, Idaho, Oregon and Washington. I previously served as the Executive Director of the White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI) from 2009 to 2015 where I coordinated broad multi-agency initiatives and agency-specific strategic plans among more than 20+ Federal agencies and oversaw the development of regional infrastructure, engagement, and technical assistance across 10 Federal regions with hundreds of Federal regional employees. Early in my career, as its first Executive Director, I built an Asian American women's organization from all-volunteers to a fully-staffed enterprise that now boasts a multi-million dollar budget. And finally, right after law school, I joined the U.S. Department of Justice as a trial attorney through the Department's Honors Program.

8. Please describe:

a. Your leadership and management style.

I strive to be a humble, collaborative leader, and a good listener. I seek hard-working, driven, and compassionate team members to work alongside me. I strongly believe that people are your biggest asset. In every executive role I've held, I have taken seriously not only the goals and outcomes of the organization but the professional trajectory of individuals in the organization. An engaged and valued team -- including matching interests and talents to the right positions, is a fundamental step in creating a successful organization. I hold my teams accountable but don't micromanage. I strive to be a positive leader with a solutions-oriented mindset. I strongly encourage dissenting opinions and candor to determine the best course of action and raise problems quickly and early; and I believe that every team member, no matter their position, has an important point of view and perspective in the operation of the organization.

b. Your experience managing personnel.

For the past twenty years, I have held successive executive-level positions in the federal government and in the non-profit sector that have all included managing teams of varying sizes. I have experience building new organizations from the ground up. I have also led established

organizations in times of crisis and transformation. In addition to staff, I have experience managing boards of directors and expert advisors whose input and inquiry played a role in strategic personnel planning to achieve organizational outcomes.

c. What is the largest number of people that have worked under your supervision?

In my role as Chief of Staff at OPM between 2015 and 2017, I managed the day-to-day operations for an agency with more than 5,000 personnel.

9. Please describe any experience you have related to cybersecurity or information security management.

I served as Chief of Staff at OPM in the wake of the OPM data breaches in 2015. In that role, I supported Acting Director Cobert's efforts to guide the agency through its response to this crisis, which included significant efforts to secure OPM's systems from further attacks and transforming OPM into a government leader in cyber incident response and cyber security awareness. More broadly, as Chief of Staff, I worked with other OPM leaders to manage the component offices responsible for cyber security and privacy. To bolster those offices, we hired - for the first time in the agency's history -- a Chief Information Security Officer and Chief Privacy Officer. These roles helped elevate the agency's focus on information security and helped build momentum for cyber improvements during my tenure and beyond.

10. Please describe any experience you have related to acquisitions, contract management, and the development of requirements.

As Chief of Staff at OPM, I worked closely with the Chief Management Officer in the supervision of the Office of Procurement Operations that is responsible for providing acquisition support to OPM programs as well as assisted acquisition services in support of other federal agencies that required support under OPM contracts.

11. Please describe any experience you have related to human capital management and federal labor-management relations.

I served as the Chief of Staff at OPM from fall 2015 through January 2017. In this role, I helped lead OPM's critical work as the human capital agency for the federal government, the nation's largest employer. I led or managed key OPM initiatives related to recruitment, hiring, employee engagement, the federal pay system, federal labor relations, strategic planning, and diversity and inclusion. This work included providing support for the Acting Director in federal labor relations forums and in discussions with OPM's employee unions. I also worked closely to advance OPM's critical oversight functions that uphold the core merit system principles that are the foundation of the civil service. Finally, I worked to drive operational improvements that strengthened OPM's ability to deliver high quality health and retirement benefits to the federal workforce. In addition to working to drive human capital policy across government, I helped lead efforts to improve employee engagement and strengthen morale within OPM. If confirmed, I look forward to applying this experience to again serve the federal workforce and the American people.

12. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.

Yes. In every leadership position held, I have maintained an "open door" policy allowing staff to raise issues and contrary points of view with me directly. At Philanthropy Northwest, for example, we also conduct 360-style annual performance reviews. Staff are invited to offer candid feedback in a confidential setting. In addition, I encourage staff to engage in constructive critical dialogue and an open exchange of ideas with each other and through their supervisors throughout the year, not only during their annual review time.

13. Please give examples of times in your career when you disagreed with your superiors and advocated for your position. Were you ever successful?

Throughout my career, I have been fortunate to work with colleagues and superiors who respected my perspective and positions. As I mentioned above, as a leader, I seek to foster dialogue and encourage dissenting views. I have also tried to live those values in my own career and have been willing to advocate for my position when I disagreed with superiors. When I was Executive Director of WHIAAPI, for example, I sought additional personnel and office space at the U.S. Department of Education. Despite initial resistance, I made a successful argument regarding the scope and responsibilities of the Initiative, and how we would use these resources effectively and efficiently.

14. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country.

Throughout my time in public service, I have sought to achieve results that are in the best interests of the country—regardless of whether my positions were politically popular or not. I remained true to that approach during my tenure as OPM Chief of Staff. In the aftermath of the 2015 data breaches, we were frequently forced to make tough decisions, including weighing the agency's limited resources with the interests of the impacted individuals. In the face of significant scrutiny from media, Congressional oversight committees, federal employees, interagency partners, and more, we had to make difficult choices about how to balance those interests and what results were in the best interest of the country.

15. What would you consider your greatest success as a leader?

I am enormously proud of the successful work that we did to manage and strengthen OPM in the wake of the 2015 cyber incidents, and if confirmed, I am eager to once again dedicate myself to helping to build and elevate the agency.

16. What would you consider your greatest failure as a leader? What lessons did you take away from that experience?

I, like most leaders, have experienced disappointments and failures throughout my professional career. As a nonprofit executive director, I often set ambitious goals for fundraising. On one occasion as a new executive director, I received significant push back from the team. At the time,

I didn't fully appreciate the organizational culture and that an aggressive fundraising posture would be a huge shift for the organization. From situations like this and others, I have learned valuable lessons, including the importance of balancing when to start with incremental shifts as a new leader to build buy-in that then allows a leader to encourage team members to think more boldly.

17. Please describe how you build trust and credibility among staff as a leader.

As a leader, I believe it is essential to build a strong rapport with team members, to be fair, supportive, consistent, and responsive. I also believe it is important to hold oneself accountable and to set clear expectations among staff that they do the same.

18. During your tenure as Chief of Staff at OPM, did you have a particular management philosophy? If so, please describe that philosophy.

During my tenure as Chief of Staff at OPM, I applied the same management philosophy as described above with an emphasis on effective collaboration and communication during a time of crisis.

19. Please describe your approach to making major administrative and policy decisions during your tenure at OPM.

- a. Did you seek input from employees and management?

Yes. During my tenure, I valued input from all parties, at all levels of the organization, including outside stakeholders, and believed such input was essential to good decision-making.

- b. Please describe how you used this feedback to inform your decision-making.

Once management, employees, and outside stakeholders had been engaged with, I would often designate a group – including both political and career personnel – to review the feedback, weigh pros and cons, and determine if OPM was ready to make a decision. At times, this feedback loop would raise additional questions or gaps that we would pursue.

20. During your tenure as the Chief of Staff at OPM, please describe the major projects or initiatives that you led, including the results or goals achieved.

Following the data breaches, as Chief of Staff, my first order of business was building a leadership team and managing agency morale in the midst of a crisis. We brought in a hard-working, dynamic political leadership team that built strong and positive relationships with career staff and leaders across the agency. In addition to managing the data breach, which I have discussed in more detail elsewhere in this questionnaire, we continued to stay focused on Retirement Services' strategic plan and brought the backlog and wait times in processing retirement cases down to historic lows. We launched a Hiring Excellence Campaign that educated agencies on best practices in recruiting and hiring. We elevated SES leadership development and recognition programs, including the Presidential Rank Awards, to engage and

develop a strong SES corps. We worked on a diversity and inclusion initiative focused on national security personnel and promulgated “Ban the Box” regulations to expand opportunity for formerly incarcerated people to compete for jobs in federal service. We also led significant efforts to engage and promote morale of OPM personnel during a very challenging period in which the agency was grappling with the aftermath of the cybersecurity breaches and the transition of the federal background investigations function.

21. What lessons did you learn as Chief of Staff at OPM that would influence your agenda as OPM Director, if confirmed?

My time as Chief of Staff confirmed for me that building strong relationships and mutual respect among political and career staff is essential. OPM staff are dedicated and committed individuals who care deeply about their work and the federal workforce and must be valued and recognized. I believe there is a unique opportunity to work together to position OPM as a government leader and strategic partner in human capital management, while preserving merit system principles. I also learned that dogged attention to a problem, whether it was the cyber breach or the retirement backlog and wait times, with an eye toward operational excellence, paid dividends. If confirmed, I would apply the same level of attention to key operational challenges and modernization efforts. And finally, I learned that having the right leaders in the right positions is critical—a lesson that I would apply to filling critical positions within the agency.

22. As OPM Chief of Staff, what role did you play in the agency’s efforts to respond to and recover from the 2015 data breaches? What lessons did you learn from the data breach that you would apply as OPM Director, if confirmed?

I arrived at OPM in the fall of 2015, several months after the discovery of the OPM data breaches impacting more than 22 million people. As Chief of Staff, I, among a group of leaders, helped guide the agency through its response to this crisis. Working closely with interagency partners, we were able to make significant progress in securing OPM’s systems to guard against further attacks, successfully making OPM a leader in government cyber incident response, security tools, as well as employee cyber security awareness and education. We led efforts to make free identity theft services available to those who were impacted and to promote extensive outreach to help maximize participation in those services. We elevated the roles of both cyber security as well as privacy within the agency by appointing the first Chief Information Security Officer and Chief Privacy Officer. We also leveraged this crisis as an opportunity to strengthen cyber security defenses across federal government through the recruitment of top cyber talent. If confirmed, I would be fully committed to maintaining and enhancing OPM’s robust cyber security program so that it is capable of protecting against rapidly evolving threats. I would prioritize close partnerships with interagency colleagues who are critical to supporting the government’s incident notification, response, and prevention efforts. I would also leverage OPM’s unique role to drive policy efforts that make it easier to bring top cyber security talent into agencies across government. More broadly, in any operational challenge I may face, I would be committed to providing transparent and regular communication with those who might be impacted.

23. During your career, has your conduct as a federal employee ever been subject to an investigation or audit by an agency Inspector General, Office of Special Counsel, Department of Justice, agency Equal Employment Opportunity office or investigator, or any other similar federal investigative entity? If so, please describe the nature of the allegations/conduct and the outcome of the investigation(s) or audit(s).

No.

III. Role of the Director of OPM

24. What do you consider to be the mission of OPM, and what would you consider to be your role and responsibilities, if confirmed as the Director?

I believe that the government needs a strong and unified human capital agency to support a world-class federal workforce. I was glad to see the recent recommendations from the National Academy of Public Administration (NAPA) support this view. To fulfill this vision, I believe that OPM needs to be a strategic partner to agencies to understand and meet their human capital needs. I believe it should do this work while simultaneously protecting the core merit system principles that protect the non-partisan, merit-based nature of the civil service. Finally, it is OPM's responsibility to deliver high-quality benefits to federal agencies and employees, including retirement and health care benefits. If confirmed as Director, I would focus on empowering and elevating OPM as an institution to provide it the resources, staff, and standing across government to deliver on these critical goals.

25. What do you anticipate will be your greatest challenges as OPM Director, and what will be your top priorities? What do you hope to accomplish during your tenure?

If confirmed, I anticipate my greatest challenges will include reinvigorating the agency and resetting the government's relationship with its workforce. My top priorities will align with OPM's mission and the needs of the federal workforce, including championing merit system principles, helping agencies hire staff to deliver on their critical missions, and helping the federal workforce re-emerge from the pandemic better prepared for the future of work. I would hope my accomplishments would include protecting the integrity of the American civil service, providing much-needed stability and continuity of leadership, and forging strategic partnerships enabling OPM to lead the way on human capital management and operational excellence.

26. How do you view the role of OPM Director in relation to the Office of Management and Budget's (OMB) Deputy Director for Management?

I worked closely with OMB when I was Chief of Staff at OPM. I saw how a strong working relationship between the two organizations is essential to supporting the federal workforce. If confirmed, I am committed to working as partners with OMB leadership—including the OMB Director and the Deputy Director for Management—to elevate human capital across the government. I would set the expectation of collaboration from my team, while also making sure that OPM's unique expertise is valued and that the OPM staff can lend their considerable expertise to support the government's mission.

IV. Policy Questions

Personnel

27. What do you believe are the three most important issues facing the federal workforce today?

I believe the three most important challenges facing the workforce today are: 1) Restoring the federal government's commitment to the core merit system principles that make the non-partisan civil service unique; 2) Helping agencies rapidly hire skilled and diverse professionals to meet their critically important missions; and 3) Helping the federal workforce emerge from the pandemic in a stronger position to adapt to rapid changes to the labor market so that it is prepared for the challenges of the future. If confirmed as Director, I will make tackling each of these challenges a top priority for me and the entire agency.

28. What are your views with respect to the current hiring process within the Federal Government, and what changes would you recommend, if any?

The competitive hiring system is based on sound principles. However, it can often be slow and confusing for applicants, and is not always set up to find the best talent. OPM has an opportunity to support a talent surge across government and lead a government-wide hiring reform initiative. If confirmed, I would focus on leveraging OPM's large stakeholder networks to recruit diverse talent into government. I would explore ways to help agencies understand existing hiring authorities and provide guidance on how agencies might use them to target critical hiring needs. I would prioritize expanding the use of hiring programs that work well, such as the Presidential Management Fellows, and improve others, like the Pathways Program, to dramatically increase the percentage of early career talent in the federal workforce. I would champion policies that would make it easier for people to come in and out of federal service over the course of their careers. I would also identify and scale effective new ways of assessing applicants in an efficient and inclusive way that helps agencies bring on diverse and qualified candidates.

29. What is your opinion of telework in the federal workforce?

The past year has demonstrated that many federal employees can telework while continuing to deliver on their agency's important mission. I believe that a continued embrace of telework in the post-pandemic environment will support recruitment and retention of a new generation of talent, promote access to federal jobs in more parts of the country, and create efficiencies in how the government delivers services. If confirmed, I would examine the data to see what worked well and what additional steps should be taken to realize this opportunity. For example, I anticipate the need to provide more training to supervisors to support and manage remote or hybrid teams, and to support effective decisions about which positions are suitable for telework.

I also acknowledge that certain jobs are not conducive to telework. Employees such as postal workers, border patrol guards, security professionals, and more, have continued to come to the worksite in person throughout the pandemic. I would remain equally committed to supporting

their needs and providing agencies the tools and support to help these employees fulfill their mission successfully.

30. The federal government has seen thousands of cases of COVID-19 among employees, particularly among frontline workers like mail carriers and Transportation Security Officers. If confirmed, how would you act to protect the health and safety of federal frontline workers?

If confirmed, the safety of the federal workforce will be my top priority. While many federal workers have been able to telework, many federal workers have remained on the front lines—I am grateful for their service. I was glad to see that President Biden named OPM as a co-chair of the Safer Federal Workforce Task Force, so OPM is in a position to promote safety across government. I would prioritize OPM's work to support agencies in aligning safety practices with the best available science—including masking, social distancing, space redesign, cleaning, occupancy limitations, and more. I would also support administration efforts to promote easy access to the vaccine for federal front line workers.

31. What do you believe is the biggest obstacle to safely returning federal employees back to their worksites? What steps do agencies need to take to ensure a safe return for their employees?

If confirmed, I would look to the latest evidence and guidance from health experts on when—and under what conditions—it is safe for employees to return to worksites. I would look forward to working with administration partners to provide clear and consistent guidance to enable agencies to develop and implement plans that take all practical measures to protect employees, contractors, and visitors while accounting for their unique mission requirements.

32. What is your opinion about the current state of workplace flexibilities in the federal government and the ability of agencies to use existing flexibilities to meet their missions?

The pandemic has proven that telework, remote work, and flexible work hours are important tools that enable employees to balance the complexities of life and still get the job done. Moving forward, the federal government should review the data and examine lessons learned from the past year. OPM can and should make sure the right policies are in place to empower agencies to leverage workplace flexibilities in a way that meets their unique mission requirements.

33. Over the years, various departments and agencies have sought and received authorities to establish personnel systems outside of government-wide provisions and independent of OPM policies and oversight. What is your opinion about the patchwork of personnel systems and authorities that exist throughout the federal government?

When the Civil Service Reform Act became law in 1978, it was intended to replace the existing patchwork of hiring policies with a single, comprehensive, merit-based hiring system. However, over the years, agencies have continued to seek exceptions and exceptions have proliferated. While there is legitimate need for certain exceptions, overall, this proliferation has created a complex federal personnel system. OPM should focus on strengthening competitive hiring and

making it more responsive to agencies' needs, thereby reducing the need for exceptions and promoting a more unified approach to human capital across government.

34. What do you believe is the appropriate role for service contracts in helping agencies meet their missions and what criteria do you believe federal agencies should use in evaluating the appropriate mix of contractors and federal employees?

I believe that contractors should supplement, and not displace, federal workers. Service contractors can bring innovation, expertise, and surge capacity. They also can scale up quickly to handle special projects needing immediate attention. Agencies should explore those opportunities when appropriate. When agencies are making business decisions about whether to use employees or contractors, they should take into account all of the costs of both approaches and make sure they are thinking about both their short-term and long-term business needs.

35. What role should OPM play in assisting agencies that are looking at contracting out work that is currently performed by federal employees and insourcing work to federal employees that is currently performed by contractors?

OPM should help agencies explore available options to meet their needs using federal employees. OPM can work with agencies to clearly define their talent needs and develop a plan to meet these goals. When appropriate, this can include the strategic use of available hiring authorities to bring on talent, including the use of authorities that allow agencies to bring on federal employees for term appointments.

36. OMB estimates that at least 600,000 federal workers will require reskilling in response to technological advances. If confirmed, how will you address this problem in conjunction with OMB?

OPM can help the government adapt to rapid transformation across the labor market. OPM can help agencies take a data-driven approach to strategic workforce planning that defines the skills and experiences required for agencies to deliver on their mission—both now and in the future—and then develop a targeted strategy to build a workforce with these capabilities. If confirmed, I would work to expand OPM's ability to support agencies' strategic planning efforts. I would also work with partners across government, including OMB, to promote a government-wide culture of continuous learning and development. I would seek to expand training, mentorship, and work-based learning opportunities such as rotational programs to employees at every level.

37. OPM, in coordination with OMB, sets government-wide personnel policies and priorities, and also operates a fee-for-service division that provides a range of human resources support through service contracts. What is your opinion of OPM's role as a policy-making organization as well as operating as a service contract vehicle?

OPM has broad policy-making authority consistent with the agency's mission. If confirmed, I will evaluate policies to ensure they are optimized to meet the modern needs of agencies, the current workforce, and retirees. I will also assess the type of assistance that OPM should provide to agencies on a routine, no-fee basis and what support is appropriate to provide on a

fee-for-service basis. The advantage to OPM's fee-for-service work is that it allows OPM to provide human capital management services at scale. It also allows OPM to provide customized solutions to meet agencies' unique needs and respond agilely as agency needs change. But the fee-for-service model also can create imbalance, with better-resourced agencies able to access more of these services. I am committed to working with Congress on this issue, including on the budget implications of any changes to this model.

38. A 2016 GAO report found that roughly 99 percent of federal employees received performance appraisal ratings at “fully successful,” with about 61 percent of employees receiving ratings of “outstanding” or “exceeds fully successful.” In 2019, OPM issued a memorandum to provide additional guidance to federal agencies concerning the development and implementation of more effective performance management and awards programs predicated on more rigorous performance standards.

- a. Do you believe OPM has provided sufficient guidance on performance evaluation to agencies?

I believe that federal employees generally work hard and are dedicated to public service, but employee performance evaluation and awards programs can benefit organizational effectiveness. If confirmed, I would look forward to studying the full range of guidance OPM has issued on performance management related to how agencies and managers monitor employee performance, reward outstanding performers, and address poor performers.

- b. If confirmed as OPM Director, how would you assist agency managers in conducting meaningful performance evaluations of their employees?

OPM can develop and deliver top notch performance management training. Many managers have transitioned from a largely in-person workforce to one that is remote and as the pandemic subsides, many agencies may adopt hybrid arrangements with some workers at the office and others continuing to work remotely. If confirmed, I would explore how OPM can help train managers to conduct meaningful performance evaluations of employees in this new environment.

39. In 2016, Congress passed legislation that sought to remedy federal agencies' abuse of administrative leave (Pub. L. No. 114-328, Sec. 1138). Among other things, the Administrative Leave Act included provisions that required OPM provide guidance to agencies on acceptable agency use of administrative leave. To date, OPM has not produced a final rule on some categories of leave created under the Administrative Leave Act.

- a. What are your views of the Administrative Leave Acts provisions designed to curb the abuse of administrative leave?

I am generally in favor of ensuring that the use of administrative leave does not exceed reasonable amounts, particularly given the costs of such leave. Federal employees should have the due process rights that they deserve during disciplinary investigations; at the same time, agencies should be encouraged to complete any such investigations in a reasonable time frame.

- b. If confirmed, what steps would you take toward a final rule?

In general, OPM must implement the laws that it is charged with administering. If confirmed, I would work to understand the barriers—if any—to successfully promulgating a final rule. Then, I would work with relevant partners, including Congress if needed, to take any necessary steps to finalize the regulation.

- c. What role does OPM play in ensuring each agency is complying with the recordkeeping requirements of this legislation?

OPM can work with payroll providers to ensure that the agencies' reporting systems align with the legislation's recordkeeping requirements. At the appropriate stage in the regulatory process, OPM can also provide guidance to assist agencies in understanding their recordkeeping obligations under the law.

Management

40. Retirement application processing delays have long been an issue for OPM. According to a recent GAO report, OPM cited (1) reliance on paper-based applications and manual processing, (2) insufficient staffing capacity, and (3) incomplete applications as the major causes of delays. If confirmed, how would you tackle this ongoing problem?

Despite the hard work of OPM staff and staff across the government, the federal retiree experience can be slow and confusing. If confirmed, addressing this challenge would be an urgent priority. I would address immediate customer service challenges, while also beginning a longer-term process to build a modern retiree experience. I would start with a focus on enhancing customer service by making improvements to the online experience and addressing service challenges in the call center.

Over time, I would work to set a strategic vision with the ultimate goal of building a simpler, faster, and more accurate process. This approach will engage partners across multiple agencies, payroll providers, and OPM's Retirement Services to streamline the process from start to finish. I would develop clear metrics rooted in the federal retiree's experience and hold myself and the agency accountable to those results. I would encourage new process improvements to reduce complexity and champion investments in staffing and modernization as necessary to deliver results. This would include IT modernization that reduces the reliance on paper and promotes faster and more accurate processing, as well as transparency for annuitants. This plan would promote OPM's ability to get information to address complex or incomplete applications virtually and track cases as they travel through the process.

41. GAO has once again identified "Strategic Human Capital Management" as an area on its High Risk List. Human capital management has been a "high risk" issue since 2001.
- a. What do you believe is the biggest impediment to addressing strategic human capital management and ensuring it is removed from the GAO High Risk List? If confirmed, how do you plan to address this issue?

GAO's focus on human capital reflects the critical role the workforce plays in the success of the government's mission. Historically, senior leadership in the federal government has not focused the requisite attention on the strategic human capital needed to address long-standing and emerging skills needs. Addressing human capital challenges requires new investments in the HR function across agencies, which can work in partnership with OPM to adopt innovative tools and approaches to supporting agency human capital needs. I would serve as an advocate for these additional investments across government. Critically, successful human capital management also requires a strong, central human capital agency. I was glad to see that a recent NAPA report recognized the value of a strong OPM as a strategic driver of government human capital. If confirmed, I would work to strengthen and elevate OPM to play this important role across government.

- b. As of November 2020, OPM has 67 open recommendations from GAO related to human capital issues. If confirmed, how will you work towards addressing these recommendations?

I appreciate the critical nature of the work that GAO performs and its important oversight role. If confirmed, I would work closely with OPM staff to understand the GAO's recommendations, and hold staff accountable for making progress on addressing those recommendations that are feasible and appropriate.

- 42. The Federal Employee Viewpoint Survey (FEVS) is conducted on an annual basis and has become a regular tool for agencies and employees in identifying and addressing workplace issues. If confirmed, how do you plan to use annual FEVS data to effect organizational change?

If confirmed, leveraging data as a strategic asset to enhance government-wide workforce efforts and strengthen agencies' human capital strategies will be core to my approach to nearly every aspect of the job. FEVS is an important data source with a wide range of potential applications. For example, the FEVS data can help inform decisions about how to adapt to post-pandemic realities, including by demonstrating how the government's telework posture impacted employee engagement, retention, and more. If confirmed, I would encourage OPM to work proactively with agency partners across government to understand their FEVS data results and use those results to inform their planning efforts. Over time, I would explore ways to maximize FEVS' impact through an embrace of modern survey methods and two-way dialogue with agencies.

- 43. What is your opinion of the current state of labor relations in the federal government and how would you approach labor relations issues, both government-wide and within OPM, as Director?

If confirmed, I would look forward to rebuilding trust and promoting partnership with federal unions through active dialogue and transparency on core issues impacting the federal workforce. This is an opportunity for OPM to lead by example. As Director, I would treat our employees and unions with respect as partners in the execution of OPM's critical mission. I would commit to open dialogue –both informally and through the collective bargaining

process—and, if and when I disagree, I would communicate those disagreements in a clear and respectful way.

44. OPM has management responsibility for several employee benefits programs, such as the Federal Employees Health Benefits Program. Are there any particular areas of concern or changes you would advocate for, if confirmed as Director?

Providing competitive benefits to federal employees is critical to OPM's ability to make the government a model employer and would be a top priority for me if confirmed. The OPM Director has the important responsibility of overseeing the FEHB, the nation's largest employer-provided health insurance plan. If confirmed, I would focus on working with carriers to provide federal employees with a comprehensive choice of high quality health plans that meet their needs. This would include providing coverage that ensures federal employees and their families have access to health services during the pandemic. I would also champion equitable access to health services across racial, gender, and geographic lines, as well as promote mental health parity and expanded access to substance use treatment. I would seek to promote affordability by reducing surprise billing. And I would look to strengthen the customer experience through effective open enrollment seasons, improved customer-facing tools, and more strategic use of data to improve the user experience.

45. How do you think the federal government, and OPM in particular, can better enhance employee morale? Are there any programs that you would consider instituting to enhance morale?

I have worked alongside career civil servants for much of my career and I have been inspired by their skill, dedication, and professionalism on behalf of the American people. I believe that building back the pride and dignity of the federal workforce is core to the ability of the government to meet the urgent challenges facing our country. The opportunity to celebrate and champion the federal workforce and improve employee morale is central to my motivation for seeking the role of OPM Director.

If confirmed, I would take every opportunity to celebrate the daily impact federal workers make across the country so that federal workers recognize that their contributions and expertise are valued. I would look for ways to formally acknowledge their work through programs such as the Presidential Rank Awards and Public Service Recognition Week. I would leverage a data-driven approach to understanding the key drivers of employee engagement and performance and share best practices with agencies across government. I would also preserve and protect the non-partisan nature of the civil service and I would ask for and value the expertise and input of workers and their union representatives in key decisions.

46. The OPM Office of the Inspector General (OIG) has identified serious deficiencies in OPM's contract oversight, and in the 2020 Management Challenges report identified that work was still needed to improve internal controls through corrective actions plans. If confirmed, what would you do to make progress in this area?

I understand the importance of maintaining strong oversight over OPM's contracting functions, through all stages of the contracting and procurement process. I know that the dedicated staff at OPM are committed to having strong internal controls over the contracting and procurement process. If confirmed, I will work with OPM staff to understand the challenges identified by the OIG in the 2020 Management Challenges report and make sure they have the support necessary to provide appropriate contract oversight going forward.

Strategic Human Capital Planning

47. What do you believe is the role of OPM for government-wide strategic human capital management and policymaking?

I think the recently released NAPA report correctly characterized the important role OPM should play as the federal government's leader in strategic human capital management and policymaking. The federal government is the largest employer in the world. It needs a strong, central HR function that can drive sound human capital strategies that advance merit system principles and empower agencies to deliver on their missions.

48. What role do you believe OPM plays in helping agencies identify and address critical skills gaps, and if confirmed, how would you approach this issue?

If confirmed, I would focus on rebuilding OPM so that it can provide a high level of service to agencies. That includes working in partnership with agencies, unions, and other stakeholders to develop strategies to address skills gaps. OPM needs to facilitate innovation in human capital innovation, while simultaneously helping agencies comply with civil service rules.

49. What do you see as the greatest challenges facing federal agencies in their planning efforts and as Director how would you assist them in addressing those challenges?

Strategic human capital planning is too often neglected. I would work with OMB and other agencies to elevate human capital throughout government and work across government to get agency leadership to devote more time and energy to human capital planning.

50. For OPM and the federal workforce as a whole, what are your thoughts on succession planning and knowledge transfer to mitigate the impact of the "retirement wave"?

OPM can support agencies in building pipelines of talent so that every agency has a strong bench as senior leaders retire or move on. OPM should lead a government-wide effort on succession planning and a knowledge transfer strategy that works for all agencies.

51. One of the important roles of OPM is working with agencies to make sure that the federal workforce represents the diversity of the American people and agencies have inclusive policies to strengthen agencies' ability to meet their mission and ensure retention of employees.

- a. What do you believe is the role of the OPM Director in assisting agencies with their diversity and inclusion efforts?

OPM is well-positioned to assist agencies in developing a diverse workforce that reflects all segments of society and creating equitable and inclusive environments in which every employee can effectively contribute to the agency's mission. If confirmed, I will work to expand OPM's capacity to help agencies understand their talent needs and adopt best practices to recruit, hire, retain, train, and support a diverse workforce. I will prioritize expanding OPM's ability to leverage HR data to help agencies make effective decisions to address barriers to progress.

- b. What role do you think OPM should play in specifically addressing employment of individuals with disabilities?

OPM can help agencies expand access to opportunities for people with disabilities. It can also provide data, tools, and best practices to help agencies promote inclusive and supportive workplaces so that agencies can meet their obligations and allow every employee to thrive.

52. What role do you think the OPM Director should play in identifying, preventing, and recovering improper payments in OPM's programs?

Every agency leader should have a strong program to prevent improper payments and to recover any such payments if they occur. If confirmed, I would work closely with the OIG and OPM's internal compliance teams to ensure strong controls are in place to minimize and address improper payments.

Information Technology & Cybersecurity

53. As Director, how would you improve the agency's cybersecurity and information security?

As Director, I will prioritize strong technical and cybersecurity leadership. I will also elevate the importance of cybersecurity across the agency and insist that cybersecurity is central to every IT decision that is made. I will be focused on ensuring that the agency has modern cybersecurity tools in place and shifts its focus from securing data centers to migrating to a cloud environment.

54. OPM has had a high turnover rate of personnel in critical information technology (IT) and cybersecurity-related positions, a challenge for the entire federal enterprise. A recent OPM OIG Top Management Challenges report notes, "[OPM's] path to [IT] modernization changed with each new Chief Information Officer. With seven individuals in that role since 2015, the lack of continuity has been a significant hurdle." If confirmed:

- a. What would you do to attract and retain cybersecurity talent at OPM?

OPM manages sensitive personnel data for tens of millions of current and former federal employees and their families. The cybersecurity mission at OPM is a critically important one that should be leveraged to appeal to top cybersecurity talent. I would direct OPM's human

resources personnel to be proactive in recruiting applications from talent-rich sources. I would ensure that the cyber security teams at OPM have the resources and support to accomplish their mission. I would also prioritize workforce planning that gives junior level cyber security staff the chance to develop new skills and grow within the organization.

- b. How would you work to assist other federal agencies attract and retain cybersecurity talent?

There are skills gaps across the government in a variety of areas including cybersecurity. Filling these gaps must be a top priority and OPM should work closely with agencies to understand needs and develop collaborative solutions to address them. If confirmed, I would help support OPM's ability to help agencies clearly define their cyber workforce needs and leverage existing hiring flexibilities to bring on top talent. I would champion policies that make it easier for skilled professionals to come in and out of government over the course of their career, as well as build a pipeline of early career professionals in technical fields like cyber security. I would also seek to improve the government's ability to recruit and select top talent by exploring partnerships with colleges and universities from across the country and helping agencies develop new ways to assess technical talent in an effective and inclusive way.

- c. How would you facilitate the OPM Chief Information Officer's (CIO) implementation of the agency's IT security governance program and assist other agency CIOs to meet their performance goals?

If confirmed, I will focus on OPM's ability to respond to rapidly evolving cyber security threats. I will direct the CIO to create accountable programs to both identify and strengthen any weaknesses in the agency's cyber security program. As part of my recruitment and retention of a senior IT team, I will ensure the agency identifies staff with a proven track record for resolving cyber security issues. In order to help other agencies, I would position OPM to partner with the Federal CIO to promote the best position descriptions, selection criteria, and interview panels.

55. What do you believe are the drivers of the current and historical challenges in the IT programs at OPM and what would be your approach to improving its IT systems?

If confirmed, I will direct the development of an IT strategy that prioritizes investments based on mission-driven requirements and allows for iterative planning. I will ensure that the agency's IT leadership is technically skilled with deep experience in IT modernization and I will hold them accountable to project milestones and cost metrics. Funding is a necessary part of IT modernization. Progress will only be possible in partnership with Congress, and I look forward to discussing OPM's resource needs with Congress moving forward.

56. Many of OPM's systems are still heavily paper-based and lead to backlogs and delays in processing. How would you address this issue?

The federal employees and retirees that OPM serves deserve the very best. Paper-based processes – including in Retirement Services – cannot deliver the very best. If confirmed, I would bring focus and urgency to the work of reducing backlogs and processing delays. I would work

with agency leadership to increase staffing where necessary and convene an interagency team focused on optimizing processes that require timely and accurate input from numerous stakeholders, both internal and external to OPM. I will push the agency to digitize new records and procure a modern case management system.

57. Recently, OPM's National Background Investigations Bureau (NBIB) was transferred to the Defense Security Cooperation Agency (DCSA). However, DCSA continues to use OPM systems to conduct investigations while its own systems are being developed.

- a. What potential issues do you see arising from DCSA's continued use of OPM systems and how will you handle those issues?

DCSA's background investigations mission is vitally important and OPM must do its part to ensure a transition of the program – including IT systems – in a manner that avoids disruption or undue risk. OPM made significant progress strengthening the security of its systems after the cybersecurity incidents of 2015. These improvements were designed to create a more secure environment where the agency could host the background investigation systems and other sensitive data managed by OPM. Nevertheless, given the sensitivity of the data housed in these systems, cybersecurity must remain a top priority during this period of transition. If confirmed as Director, I will work with DCSA leadership to ensure seamless coordination between the OPM and DCSA teams and that appropriate resources are being directed to maintain the security of systems.

- b. What are your thoughts on how OPM should address the funding gap resulting from the transfer of NBIB functions to DCSA?

If confirmed as Director, I would work with OMB and Congress to ensure that OPM has the resources necessary to deliver on the agency's mission. I will also work with OPM's Chief Financial Officer and DCSA leadership to ensure that the agency is able to fully recover costs associated with managing these systems and providing IT support throughout the ongoing transition of the program.

58. The OPM OIG's most recent FISMA report rated OPM's overall maturity level for its cybersecurity program at Level 2 (out of 5). The report also contained 45 recommendations related to IT security, many of which were carried forward from previous annual reports.

- a. If confirmed, how would you work to improve OPM's FISMA compliance?

Cyber security will remain at the forefront of our modernization work. I will ensure that the agency has an accountable process so that OPM's FISMA findings are routinely examined and OPM can track progress towards completion of the agency's modernization efforts and compliance with FISMA.

V. Accountability

Whistleblower Protections

59. Protecting whistleblowers and their confidentiality is of the utmost importance to this Committee.

- a. Please describe any previous experience with handling whistleblower complaints. What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?

I do not have any previous experience with handling whistleblower complaints.

- b. If confirmed, what steps will you take to ensure that whistleblower complaints are handled appropriately at OPM?

If confirmed, I will ensure that the agency follows established protocols, procedures, and applicable laws to appropriately handle whistleblower complaints, including ensuring that whistleblowers do not face retaliation and that whistleblower complaints are investigated fully and fairly.

- c. If confirmed, what steps will you take to ensure that whistleblowers at OPM do not face retaliation, that whistleblower identifiers are protected, and that complaints of retaliation are handled appropriately?

If confirmed, I will ensure that agency staff understand the importance of protecting whistleblowers' identities, protecting whistleblowers from retaliation, and appropriately investigating complaints of retaliation. I will also work with the Office of General Counsel and other leadership to assess current practices and procedures to ensure that the existing protocols meet the highest standards and fully comply with all laws.

Cooperation with Inspectors General

60. What is your view of the role of the OPM Office of Inspector General (OIG)? Please describe what you think the relationship between the OPM Director and the OIG should be. If confirmed, what steps would you take as Director to establish a working relationship with the Inspector General?

I believe that OPM's OIG plays an essential role in OPM's efforts to improve agency efficiency, accountability, and transparency; to root out waste, fraud, and abuse; and to protect whistleblowers. I recognize the importance of maintaining and protecting the OIG's office as an independent and objective partner of the agency. If confirmed, I will work to establish and maintain open and ongoing communications with the IG, both directly and by encouraging other members of senior leadership to do the same.

61. If confirmed, do you commit to ensuring that all recommendations made by the OPM Inspector General are reviewed, responded to, if necessary, and, unless the agency justifies its disagreements with the recommendations, implemented to the fullest extent possible within a reasonable time period?

Yes.

62. If confirmed, do you commit without reservation to ensuring the OPM OIG receives timely access to agency records and to interview agency employees?

Yes. If confirmed, I commit to directing OPM staff to provide the OIG access to review agency records and to interview agency employees as appropriate.

63. If confirmed, what steps will you take to ensure all OPM offices and employees cooperate fully and promptly with OIG requests?

If confirmed, I commit to cooperating fully, transparently, and promptly with OIG requests and will direct leadership across OPM to do the same.

Cooperation with GAO

64. If confirmed, do you commit without reservation to ensuring GAO receives timely, comprehensive responses to requests to OPM, including for records, meetings, and information?

If confirmed, I commit to ensuring OPM provides comprehensive responses to GAO requests in a timely manner. GAO serves an important oversight function on behalf of Congress, and I would hope to work cooperatively with GAO to help ensure transparency and accountability.

65. If confirmed, do you commit to fully cooperate in a timely manner with any audits, investigations, and other reviews and related requests for information from GAO?

If confirmed, I commit to fully cooperating with GAO as it conducts its audit, investigations, and other reviews, and to work with GAO to ensure that OPM provides appropriate and timely responses to GAO's inquiries.

66. If confirmed, what steps will you take to ensure all OPM offices and employees cooperate fully and promptly with GAO requests?

If confirmed, I will review OPM's current protocols to ensure full and prompt cooperation with GAO throughout the agency.

VI. Relations with Congress

67. 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. Maintaining meaningful partnerships and open lines of communication with Congress will be a top priority, if I am confirmed.

68. 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?

If confirmed, I will direct OPM employees to comply with Congressional requests for testimony and/or information to the fullest extent possible in accordance with relevant laws and Administration policies.

69. 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?

If confirmed, I will take all requests from Congress seriously and ask that OPM staff comply promptly to the fullest extent possible in accordance with relevant laws and Administration policies.

70. If confirmed, how would you make certain that you respond in a timely manner to Member requests for information?

If confirmed, I will work with OPM staff to closely track and identify the most effective means to respond to Member requests in a timely manner.

71. If confirmed, will you direct your staff to adopt a presumption of openness where practical, including identifying documents that can and should be proactively released to the public, without requiring a Freedom of Information Act request?

Yes.

72. If confirmed, will you keep this Committee apprised of new information if it materially impacts the accuracy of information your agency's officials have provided us?

Yes.

VII. Assistance

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

These answers are my own. I have consulted with and sought review by OPM staff.

I, KIRAN ATHUSA 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 14 day of April, 2021

**Post-Hearing Questions for the Record
Submitted to Kiran A. Ahuja**

Ranking Member Rob Portman

- 1. The Office of Personnel Management's (OPM) Inspector General noted in its 2021 top management challenges report that the opioid crisis poses a unique concern, but also an opportunity, for OPM given its administration of all federal employee health benefits (FEHB).**

- a. How can OPM help combat the opioid crisis through the FEHB program?**

Providing competitive benefits to federal employees is critical to OPM's ability to make the government a model employer. If confirmed, I would focus on working with carriers to provide federal employees with a choice of high-quality health plans that help meet their needs. When doing so, I would seek opportunities to promote strong mental health and substance use disorder treatment. I would also seek to explore ways to work with FEHB carriers to help battle the opioid epidemic. I would look forward to working with the Inspector General, Congress and this Committee in a bipartisan fashion on this important topic.

- 2. Currently, only six percent of federal employees are under the age of 30, as opposed to 24 percent of the overall workforce.**

- a. What steps can OPM take to attract more young people into public service?**

I agree the data reflect a need to focus on attracting early career professionals into public service and that OPM has an important role to play helping agencies through programs designed to recruit early career professionals. If confirmed, I would prioritize scaling and strengthening programs like the Presidential Management Fellows and Pathways Programs. I would seek to enhance OPM's support for agencies through outreach and partnerships with colleges and universities. I would also explore ways to leverage workplace flexibilities such as telework and remote work to improve the government's ability to compete with other leading private sector employers for early career employees.

- b. What actions can Congress take?**

Congress can play a critical role in helping the federal government hire and retain early career professionals. If confirmed, I look forward to studying this issue further and working in partnership with Congress on this topic.

- 3. The three-part Federal Employee Retirement System (FERS) strongly disincentivizes workforce mobility between the private and federal sectors, because federal employees can only accrue meaningful benefits from a long career of federal service.**

- a. Do you think this discourages top talent with important knowledge and skills from the private sector from entering the federal workforce mid-career?**

I believe that strong benefits programs are an important tool for the federal government to attract skilled applicants from across society, including those from the private sector. If confirmed, I would look forward to studying this issue and working in partnership with Congress to provide a strong retirement experience that makes the federal government competitive for top talent.

b. Should the federal government offer greater retirement plan flexibility for its employees?

If confirmed, I would look forward to studying this topic and working closely with Congress in a bipartisan manner on ways to improve the federal retirement experience.

Senator Thomas R. Carper

1. Postal pension allocations

The Postal Service has been in a dire financial condition for more than a decade, driven by decreasing first class mail volume, and legal requirements that the agency prefund its future retiree health benefits, something no other federal agency must do. I have long been an advocate for the Postal Service, and for advancing postal reform legislation, which would ensure that the USPS can not only sustain itself for years to come, but also adapt and thrive in a changing mail environment. One of the most effective executive actions that the Administration could take to strengthen the Postal Service is for the Office of Personnel Management (OPM) to implement the recommendations of a 2010 report to the Postal Regulatory Commission. That report recommended adopting private sector pension cost allocation methods for the Postal account within the Civil Service Retirement and Disability Fund, which OPM manages, to more fairly allocate retirement benefit costs for Postal retirees between OPM and the Postal Service. The Postal Service requested this administrative change in its strategic plan of March 23, 2021. The change would have no effect on benefits to annuitants, only on the cost allocation between the federal and Postal accounts in the Fund, which was set in 1970. This change could be made for OPM's next annual valuation of the Fund, which is due on June 15, 2021. The Postal Service estimates this change would allow it to recoup \$17.4 billion over ten years. If confirmed, would you commit to reviewing the recommendations of this report and to taking action as appropriate?

If confirmed, I would be glad to review the recommendations of the 2010 report to the Postal Regulatory Commission, and to determine what action would be appropriate within OPM's legal authority.

2. Modernizing the "Plum Book"

Last year, the Homeland Security and Governmental Affairs Committee advanced the "Periodically Listing Updates to Management Act," also known as the PLUM Act on a bipartisan basis. This legislation would modernize the government publication known as the "Plum Book," which serves as a comprehensive directory of information for more than 9,000 senior policy and management roles in the Executive Branch. Currently, OPM

publishes the “Plum Book” every four years as a static document. Unfortunately, this document is already outdated by the time that it is published, and the current process for gathering the information in the Plum Book provides only a snapshot in time and leads to many data errors, including missing terms, misleading appointment types, and incorrect or outdated titles and offices. This legislation responds to a recommendation of the Government Accountability Office for Congress to consider requiring more comprehensive and timely information on political appointees. The bill would require OPM to work with the General Services Administration and the White House Office of Presidential Personnel to establish and maintain the “Plum Book” as an online database accessible to the public. It is supported by over twenty bipartisan good government organizations, including the Partnership for Public Service. Could you please share your thoughts on this legislation? Do you agree with the need to update and modernize the “Plum Book”?

Yes, I agree that an update and modernization of the “Plum Book” makes sense. If confirmed, I would consider ways to make the “Plum Book” more accessible and timely, including through an online database.

If confirmed, will you commit to working with my staff to provide technical assistance and feedback from OPM on this legislation?

Yes, if confirmed, I commit to working with your staff on this legislation.

Senator James Lankford

The Role of OPM

- 1. The recent National Academy of Public Administration report on the role of OPM highlighted a number of long-running issues with the agency. While the report suggests that consistent executive leadership could play a role in overcoming much of OPM’s challenges, do you believe there may also be a case that OPM may be structurally deficient for achieving its entrusted mission?**

With the appropriate support and resources, I believe OPM has the potential to serve as the federal government’s leader in strategic human capital management and policymaking. If confirmed, I would work to strengthen and elevate OPM’s ability to drive sound human capital strategies across the federal government that advance merit system principles and empower agencies to deliver on their missions.

- 2. One of the ongoing concerns about OPM is its role in setting policy for the Federal workforce and its often indistinguishable overlap with the role of OMB’s Deputy Director of Management.**

Who is the proper policy lead for the Administration’s strategic workforce policy?

It is clear to me from my tenure at OPM that government needs a strong human capital agency to support a world-class federal workforce. I believe OPM can and should fill this need, while

working closely with its interagency partners. If confirmed, that is the leadership role I would seek to accomplish for the agency.

If confirmed, what would you do if the OMB Deputy Director of Management called and proposed a policy position contrary to the one you were pursuing as Director?

It has been my experience that a strong working relationship between OPM and OMB is essential to supporting the federal workforce and implement cross-government initiatives related to the workforce. If confirmed, I am committed to working as partners with OMB leadership—including the OMB Director and the Deputy Director for Management—to elevate human capital across the government. I would set the expectation of collaboration from my team, while also making sure that OPM's unique expertise is valued and that the OPM staff can lead in areas of personnel policy and lend their considerable expertise to support the government's mission.

NAPA Report Recommendations

- 3. National Academy of Public Administration' report, Elevating Human Capital: Reframing the U.S. Office of Personnel Management's Leadership Imperative, was released last month.**

What do you think are the biggest takeaways from the report?

The NAPA report asserts that OPM must be empowered, reinvigorated, and appropriately resourced in order to meet the modern human capital needs of the federal government. This is consistent with my views.

Are there any recommendations that stand out that you could and would do right away upon assuming the directorship of OPM?

It is my understanding that OPM's formal response to the NAPA report is due to Congress within 180 days of its release. If confirmed during that time period, I would direct OPM to consider all of the NAPA report recommendations carefully and conduct the rigorous analysis prescribed in the law. While I would not want to preempt OPM's careful consideration and analysis of the report, there are several recommendations that are consistent with statements I have made to this Committee, including with regard to restoring the agency's reputation, expanding its reach and impact among agency partners, and improvements to data collection.

Which recommendations would you like to see Congress prioritize?

As noted above, if confirmed, I would direct OPM to submit its response to the report to Congress in accordance with the law. I would then look forward to working with Congress in a bipartisan fashion on implementation of activity related to the recommendations as appropriate.

- 4. Do you agree with the NAPA report's recommendation that OPM "must reorient its internal culture from a predominant compliance orientation to a more customer-focused, strategic, and forward-looking mindset"? If so, how would you go about leading that reorientation?**

I believe that OPM should be customer-focused and strategic in pursuit of its mission, including strategic partnerships with agencies and greater capacity for technical assistance, among other things. If confirmed, these are among the principles I would promote as the leader of the organization. I would seek to set the expectation within OPM and across government that the agency is a strategic talent partner to agencies and develop measures of success rooted in the experience of agencies, federal employees, and retirees. I would seek to support the OPM workforce and set a culture that taps into their expertise and creative problem-solving abilities, while also providing the agency with the tools and resources to maximize its potential in this important work.

- 5. The report highlighted a lack of transparency and supporting analysis in budget requests and identified a set of strategies by OPM to use off-budget funding for IT projects and core mission functions. This situation may have resulted from lack of dedicated funding for IT investments and underfunding for core services. Will you commit to ensuring OPM provides Congress with greater transparency and explanation for how it spends its money—especially concerning its essential IT investments?**

If confirmed, I would commit to working with Congress in a transparent manner regarding OPM's budget and IT investments.

- 6. Time to hire is still around 100 days and USAJOBS continues to be cumbersome for both applicants and agencies, what steps do you plan to take to make the application process easier and hiring quicker?**

If confirmed, I would prioritize steps to streamline the hiring process and improve the experience for both applicants and agencies. To do so, I would seek to position OPM as a talent partner that can help agencies clearly define their talent goals and provide strategic solutions to meet these needs. Specifically, I would work proactively with agencies to understand and better leverage existing hiring authorities. I would prioritize scaling programs such as the Presidents Management Fellows program and strengthening the Pathways program to help early career professionals joining government. I would prioritize policies that facilitate people moving in and out of government over the course of their careers. I would expand assessments that make it easier for agencies to identify the most skilled applicants more quickly. I would also focus on improving the user experience of USA JOBS as part of a broader emphasis on IT modernization at OPM.

- 7. The CHCO Council (Chief Human Capital Officers) is a group with valuable expertise in all aspects of federal workforce policy – they are able to provide valuable feedback on the practical application of workforce policy as well as offer best practices. How will you utilize the expertise of the CHCO Council?**

It has been my experience that a close working relationship with the CHCO community is critical to positioning OPM as a strategic talent partner to agencies and building a world-class federal workforce. If confirmed, I would rely heavily on the expertise of the CHCO Council as a critical source of input on strategic and operational questions related to the federal workforce.

8. OPM faces several IT challenges including cybersecurity and making needed upgrades to their IT systems. What will you do to address this long-running problem?

If confirmed, I would direct the development of an IT modernization strategy that prioritizes investments based on mission-driven requirements and allows for iterative planning. I would ensure that the agency's IT leadership is technically skilled and hold them accountable to project milestones and cost metrics. If confirmed, I would make sure that cyber security is a core consideration of every aspect of IT modernization efforts. I would prioritize the recruitment, retention, and development of a strong technical and cybersecurity team and task them with the creation of accountable programs to identify and strengthen any weaknesses in the agency's cyber security posture. I would focus on ensuring that the agency has modern cybersecurity tools in place and shifts its focus from securing data centers to migrating to a cloud environment. Progress will only be possible in partnership with Congress, and I would look forward to discussing OPM's resource needs with Congress moving forward.

Federal Employee Health Benefits

9. I am concerned about President Biden's shifting stance regarding the Hyde Amendment. As you know, insurance plans offered through the FEHB are prohibited from covering abortion-related services. Congress has continued to maintain the Hyde Amendment on a bipartisan basis each year in annual funding bills since 1976. If confirmed, will you continue to uphold and enforce the restrictions of the Hyde amendment – that no federal funding can pay for abortions except in the case of rape, incest or to protect the life of the mother – as enacted by Congress?

If confirmed, I will follow the law.

10. Will you commit to enforcing the Smith amendment to ensure that no FEHB plans cover elective abortion?

If confirmed, I will follow the law.

11. I am concerned about the increasing trend to medically transition children using puberty blockers, hormone therapy or surgery. As you may know, in the US, children as young as nine have been prescribed puberty blockers that have irreversible consequences such as permanent infertility. These drugs are not FDA-approved for purposes of gender transition, and it's hard to imagine a situation where a child can provide medical consent to such altering treatments. As you know, OPM administers the Federal Employee Health Benefits (FEHB) which is the largest employer-sponsored group health insurance program in the world.

Do you agree that tax dollars should not be used to fund puberty-blocking drugs and sex-reassignment surgeries? What about for children?

As we discussed during the confirmation hearing and during our visit, I fully hear your concerns. I am not at the agency and have not examined these issues and their implications for the FEHB program. In my role as OPM Director, if I were confirmed, I would appreciate the opportunity to gain a better understanding of the complicated and serious issues you have raised and to have further conversations with you.

Do you agree that insurance providers should not be forced or compelled by the government to cover puberty-blocking drugs and sex-reassignment surgeries? What about for children?

As stated above, I take these matters seriously. I would appreciate, if confirmed, time to learn more and consult with you directly.

Do you agree that doctors and hospitals should have the right to refuse to participate in gender transition therapies and treatments due to medical, religious or moral convictions, including refusing to administer puberty blocking drugs or performing surgery on children?

I would, again, appreciate the opportunity to gain a better understanding of these complicated and serious issues and to have further conversations with you.

Do you agree that conscience protection should also extend to treatment for adults?

With respect to conscience protections, I am less familiar with this issue, particularly regarding the role and responsibilities of the OPM Director. I commit, as with all these issues, to further dialogue and understanding.

12. Are you committed to maintaining the convention that a career civil servant serves as the associate director of OPM's Health & Insurance program office?

I understand that the position of associate director of OPM's Health & Insurance program office is held by a career employee. That set-up makes sense to me, but I am not at the agency and would need to better understand any relevant considerations before committing to a career designation for that position throughout my tenure. I can commit, however, that, if confirmed, I would take your recommendation seriously and consult with you regarding changes to the designation of that position.

Diversity, Equity, and Inclusion Training

13. In 2020, the Trump Administration issued an executive order, E. O. 13950, prohibiting Federal agencies and contractors from engaging divisive employee training, which had become common under the pretense of diversity, equity, and inclusion training. Many such trainings are established on critical race theory and the propositions that, from the E.O., "America is an irredeemably racist and sexist country; that some people, simply on account of their race or sex, are oppressors; and that racial and sexual identities are more important than our common status as human being and Americans." OPM had a central task in administering these executive orders. Do you deny or affirm the propositions that America is an

irredeemably racist and sexist country? That some people, simply on account of their race or sex, are oppressors? And that racial and sexual identities are more important than our common status as human being and Americans?

I do not affirm any of these propositions.

- 14. In your tenure as CEO of Philanthropy Northwest, have you approved, mandated, or engaged in trainings which would have been prohibited in the context of a Federal agency under the Trump executive orders?**

Not to my knowledge.

- 15. The Biden Administration has rescinded executive order 13950. As OPM director, would you continue to ensure that Federal employees and contractors are not mandated to engage trainings which adopt divisive presumptions about some people, simply on account of their race or sex?**

If confirmed, I would not support trainings that I viewed as divisive.

- 16. As OPM Director, would you commit to not encouraging, mandating, or promulgating regulations which would proliferate such divisive rhetoric and theory?**

If confirmed, I would not support regulations that I viewed as divisive.

Senator Kyrsten Sinema

- 1. Human Capital Management continues to be on the GAO's high-risk list. OPM plays a pivotal role in government-wide workforce planning, including identifying skills gaps across the current workforce. In your view, what role should OPM play in proactively identifying skills gaps across the Federal government and implementing plans to fill those gaps?**

GAO's focus on human capital reflects the critical role the workforce plays in the success of the government's mission, and OPM should play a proactive role in addressing both government-wide and agency-specific skills gaps. OPM should work in partnership with agencies to identify skills gaps and implement plans to address those gaps, including its recent data call on workforce competencies. If confirmed, I would focus on rebuilding OPM so that it can provide a high level of service to agencies, including working in partnership with OMB, agencies, and other stakeholders to develop strategies to address skills gaps.

- 2. Prior to onset of the coronavirus pandemic, federal workforce access to telework was limited. In an effort to slow the spread and keep individuals safe, the executive agencies moved to maximum telework policies in March 2020.**

- a. Are there any specific concerns that you have with the execution of the current policy?**

The pandemic has proven that telework and remote work are important tools that can enable employees to balance the complexities of life and still get the job done. If confirmed, I would review the data and examine lessons learned from the past year to make sure the right policies are in place to empower agencies to leverage workplace flexibilities and manage equities among its workforce in a way that meets their unique mission requirements.

b. Are there opportunities for OPM to assist executive agencies with incorporating telework benefits in implementing policies or addressing any concerns about telework operations?

The past year has demonstrated that many federal employees can telework while continuing to deliver on their agency's important mission. It is my sense that a continued embrace of telework in the post-pandemic environment would support recruitment and retention of a new generation of talent, promote access to federal jobs in more parts of the country, and create efficiencies in how the government delivers services. If confirmed, I would examine the data to see what worked well and what additional steps should be taken to realize this opportunity. For example, I anticipate the need to provide more training to supervisors to support and manage remote or hybrid teams, and to support effective decisions about which positions are suitable for telework. I also acknowledge that certain jobs are not conducive to telework. Employees such as postal workers, border patrol guards, security professionals, and more, have continued to come to the worksite in person throughout the pandemic. I would remain equally committed to supporting their needs and providing agencies the tools and support to help these employees fulfill their mission successfully.

- 3. Wildfires in the west continue to worsen as a result of severe drought and other impacts of climate change. The federal government, through the U.S. Forest Service and Department of the Interior, play a significant role in wildfire prevention and suppression activities. However, barriers such as low pay and a burdensome seasonal hiring process impede the ability of wildland fire agencies to effectively recruit and retain federal firefighters. Often state and local firefighting positions offer much better pay and benefits, and stable year-round work opportunities. If confirmed, will you commit to working with Congress on efforts to address these barriers and strengthen the federal firefighting workforce?**

The ability of wildland fire agencies to effectively fight wildfires in the west is critically important. If confirmed, I would look forward to better understanding the challenges experienced by those agencies to recruit and retain federal firefighters and working in partnership with Congress to take actions as appropriate.

- 4. On March 17, 2021, the National Academy of Public Administration published a report titled "Elevating Human Capital: Reframing the U.S. Office of Personnel**

Management's Leadership Imperative". This report provided recommendations for transforming OPM and federal human capital management.

- a. If confirmed, which specific recommendations included in the report that will you prioritize as the Director of OPM?**

It is my understanding that OPM's formal response to the NAPA report is due to Congress within 180 days of its release. If confirmed during that time period, I would direct OPM to consider all of the NAPA report recommendations carefully and conduct the rigorous analysis described in the law. While I would not want to preempt OPM's careful consideration and analysis of the report, there are several recommendations that are consistent with statements I have made to this committee, including with regard to restoring the agency's reputation, expanding its reach and impact among agency partners, and improvements to data collection.

- b. A key recommendation of the report discussed the need to reorient OPM's internal culture from a compliance orientation to a more customer-focused and forward-looking mindset. If confirmed, what steps can you take in your first 90 days to begin such a cultural change within OPM?**

I believe that OPM should be customer-focused and strategic in pursuit of its mission, including strategic partnerships with agencies and greater capacity for technical assistance, among other things. If confirmed, these are among the principles I would promote as the leader of the organization. I would seek to set the expectation within OPM and across government that the agency is a strategic talent partner to agencies and develop measures of success rooted in the experience of agencies, federal employees, and retirees. I would seek to support the OPM workforce and set a culture that taps into their expertise and creative problem-solving abilities, while also providing the agency with the tools and resources to maximize its potential in this important work.

- 5. IT modernization is necessary at OPM. However, this modernization must be focused on actions that will help track each federal employee throughout their career and into their retirement. Further, efforts must be made to ensure that OPM networks are secure and that sensitive information is protected. If confirmed, what steps will you take to implement and lead an IT modernization within OPM?**

If confirmed, I would direct the development of an IT modernization strategy that prioritizes investments based on mission-driven requirements and allows for iterative planning. I would ensure that the agency's IT leadership is technically skilled and hold them accountable to project milestones and cost metrics. If confirmed, I would make sure that cyber security is a core consideration of every aspect of IT modernization efforts. I would prioritize the recruitment, retention, and development of a strong technical and cybersecurity team and task them with the creation of accountable programs to identify and strengthen any weaknesses in the agency's cyber security posture. I would focus on ensuring that the agency has modern cybersecurity

tools in place and shifts its focus from securing data centers to migrating to a cloud environment. Progress will only be possible in partnership with Congress, and I would look forward to discussing OPM's resource needs with Congress moving forward.

Senator Rick Scott

The Biden administration is calling on federal employees across government to pause their job duties to instead assist in processing and caring for the increased number of unaccompanied children arriving at the southern border.

According to OPM, the federal employees who volunteer would serve in a four-month detail to the department of Health and Human Services.

Do you believe this is an appropriate use of federal resources?

It is my understanding that OPM is supporting HHS in identifying federal volunteers for 30-120 day detail assignments to support efforts at the southern border. I am aware that OPM has provided this type of assistance with surge capacity to its partner agencies in times of great need in the past (e.g., during natural disasters). It's my understanding that these details are subject to approval by an individual's home agency and direct supervisor.

What is the cost, in both lost productivity and time, and taxpayer dollars, of federal workers leaving their posts to deal with Biden's border crisis?

I am not currently at the agency and unable to provide the specific information you are requesting at this time. If confirmed, I would look forward to working with you to answer any questions regarding this effort to the best of my ability.

Senator Josh Hawley

- 1. Concerning your former service at OPM, please describe in detail any work you did on diversity and inclusion training for federal workers, including any initiatives related national security personnel.**

I do not recall working on diversity and inclusion training for federal workers during my former service at OPM. I do recall, along with agency colleagues, providing technical assistance regarding the recruitment, hiring, and retention of a highly skilled and diverse national security workforce that could draw from the best and brightest in our country and strengthen our national security posture.

- 2. If confirmed, will you work to ensure that any curricula for federal diversity and inclusion training does not include divisive or anti-American propaganda, including those ideas propagated by Dr. Ibram X. Kendi which you have previously endorsed?**

I have never supported or endorsed use of divisive or anti-American propaganda in diversity and inclusion training of any kind, and as OPM Director, if confirmed, I would not support curricula or training that seeks to divide or promote anti-American propaganda.

3. **You noted in your nomination hearing that you believe Dr. Kendi to be a “thought leader.” This week, Dr. Kendi commented the following in response to Derek Chauvin’s conviction: “is justice convicting a police officer or is justice convicting America?” Do you agree with Dr. Kendi’s contention that we must also “convict” America?**

I do not know what Dr. Kendi meant by this statement and cannot speak to his comment.

4. **Do you believe our federal merit-based employment system is compatible with diversity and inclusion training that emphasizes or otherwise promotes ideas often associated with Critical Race Theory?**

I take the merit system principles very seriously and, if confirmed as Director, I would be fully committed to upholding them. As I shared during the hearing, my experience in the public and nonprofit sectors suggests that diversity and inclusion training can be compatible with merit-system principles and also positions organizations competitively by providing a supportive and inclusive work environment.



AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES, AFL-CIO

Eric Bunn Sr.
National Secretary-Treasurer

Dr. Everett B. Kelley
National President

Jeremy A. Lannan
NVP for Women & Fair Practices

April 22, 2021

Honorable Gary C. Peters
Chairman
Senate Committee on Homeland
Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Honorable Rob Portman
Ranking Member
Senate Committee on Homeland
Security and Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Peters, Ranking Member Portman and Members of the Committee:

On behalf of the American Federation of Government Employees, AFL-CIO (AFGE), which represents more than 700,000 federal and District of Columbia government employees who serve the American people in 70 different agencies, I urge the Committee to support the confirmation of Kiran Ahuja as Director of the Office of Personnel Management (OPM) and advance her nomination to the full the United States Senate.

Ms. Ahuja has the experience and temperament to run this most essential government agency effectively and to restore confidence and trust in an agency that the previous administration attempted to dismantle.

OPM's mission is fundamentally important to the successful functioning of the entire federal government. By its own description, OPM "provides human resources leadership and support to Federal agencies and helps the Federal workforce achieve their aspirations as they serve the American people," with a mission "to lead and serve the Federal Government in enterprise human resource management by delivering policies and services to achieve a trusted effective civilian workforce." The Director of OPM should be someone with a record of effective employee management, one who understands the importance of an apolitical civil service, values employee morale and respects the mission of the agency. It is essential that she or he have a solid foundation in federal personnel.

Having served as the chief of staff at OPM, Ms. Ahuja has a great depth of knowledge of the agency's operations, and of its challenges. As OPM's next director, she will take over an agency whose employees have been demoralized by constant attacks. The Director of OPM must embrace the charge of administering the federal merit system and ensuring the federal workforce is completely free from politicization. Ensuring that OPM's full statutory functions are fully operational will have broad implications for a well-run federal government.

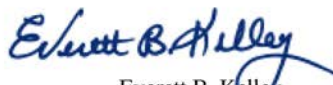
Over the past few years, federal employees have endured the longest government shutdown in U.S. history. During the ongoing Coronavirus Pandemic, those working on the front lines were often left without necessary support to navigate the resources and leave policies available to them as they put themselves and their families in danger. Each agency



bears some individual responsibility, but consistent and thoughtful personnel management direction from OPM would have made all these challenges less daunting.

In her career Ms. Ahuja has demonstrated that she supports the mission of OPM and possesses the appropriate experience to lead this important agency at such a critical point in its history. AFGF urges you to support her confirmation.

Sincerely,

A handwritten signature in blue ink that reads "Everett B. Kelley". The signature is fluid and cursive, with a large, stylized "E" and "K".

Everett B. Kelley
National President



April 27, 2021

The Honorable Gary Peters
Chairman
Homeland Security and Governmental
Affairs Committee
U.S. Senate
Washington, DC 20510

The Honorable Rob Portman
Ranking Member
Homeland Security and Governmental
Affairs Committee
U.S. Senate
Washington, DC 20510

Dear Chairman Peters and Ranking Member Portman:

On behalf of the National Treasury Employees Union, which represents approximately 150,000 federal employees in 34 agencies, I am writing in support of nomination of Kiran Ahuja to be the Director of the Office of Personnel Management (OPM).

Ms. Ahuja has more than two decades of public service and nonprofit/philanthropic sector leadership experience, including serving as OPM's Chief of Staff during the Obama-Biden administration. She has the knowledge and experience that OPM needs to guide human resource policy for the federal workforce. And just as importantly, she is committed to protecting the non-partisan civil service and ensuring that it reflects the diversity of the United States.

These last four years, OPM has suffered with a revolving door of leadership and interim appointees who never fully committed to the agency and its mission. In that vacuum, the agency was constantly disrupted by outside efforts to dismantle it, to the detriment of the federal employees who rely on OPM for independence and management of important federal employee programs. NTEU believes Ms. Ahuja's confirmation will result in steady, professional leadership at OPM that is committed to protecting its unique role in administering federal retirement programs and other human resource management priorities.

Ms. Ahuja will be an invaluable asset to OPM, playing a vital role in the government's efforts to protect the health and safety of the workforce, recruit and retain a federal workforce that looks like America, and ensure that employees are treated with dignity and respect. I urge you to advance her nomination forward.

Thank you for your consideration.

Sincerely,

Anthony M. Reardon
National President

CC: HSGAC Committee Members



The voice of career federal executives since 1980

4829 West Lane • Bethesda, MD 20814 • 202.971.3300 • seniorexecs.org

April 19, 2021

The Honorable Gary Peters, Chairman
The Honorable Rob Portman, Ranking Member
Committee on Homeland Security and Governmental Affairs
Washington, D.C. 20510

Dear Chairman Peters, Ranking Member Portman, and Members of the Committee:

On behalf of the Senior Executives Association (SEA) – which represents the interests of career federal executives in the Senior Executive Service (SES), those in Senior Level (SL), Scientific and Professional (ST) and equivalent positions and other senior career federal leaders – I write to convey the association’s strong endorsement of the nomination of Kiran Ahuja to serve as Director of the Office of Personnel Management (OPM).

As this committee is aware, OPM has not been without significant challenges in recent years. SEA made the case in a detailed study released last year that a wholesale transformation of the governance of federal human capital management is necessary, and OPM is a key focal area of the study.¹

OPM is a critical central government agency responsible for human capital policies affecting over 2 million active employees, and over 8 million beneficiaries and annuitants. The agency also plays a critical statutorily-defined role upholding the merit principles. But it must transform the way it operates to do this better, and the congressionally-directed report on OPM from the National Academy of Public Administration (NAPA) released last month offers important recommendations which SEA endorses.

The role of OPM Director is critical to the success of the federal workforce and the federal government as an employer. The success of the federal workforce means a government able to deliver the promises made by elected officials to taxpayers. SEA strongly endorses Kiran Ahuja for OPM Director because we believe she is the right leader for this agency.

Thank you for your consideration of SEA’s perspective. Please have your staff contact SEA Director of Policy and Outreach Jason Briefel (jason.briefel@seniorexecs.org; 202-971-3300) for further information.

Sincerely,

Robert E. Corsi, Jr.
President

¹ Transforming the Governance of Federal Human Capital Management, Senior Executives Association & the Center for Organizational Excellence, 2020, https://seniorexecs.org/page/HCM_Transform_Governance.

Opening Statement of Anton Hajjar
Senate Homeland Security and Governmental Affairs Committee
April 22, 2021

Chairman Peters, Ranking Member Portman, and honorable members of this committee, thank you for the privilege of appearing before you in connection with my nomination to be a Governor of the U.S. Postal Service.

At the outset, I want to extend my gratitude to my wife Sandra Hughes, who is here today and who has been most patient with my many distractions during the confirmation process while she has been recovering from knee replacement surgery, and my children Claire and Greg, who cared for Sandra while I was not available.

I'd like to tell the Committee about my background and qualifications for this important role. I am the oldest of six children raised in a working-class family, and the only person in my family to attend college. From an early age, my parents instilled in me the value of hard work, and work is the defining element of my identity. If my parents were still alive, I know they would be proud to see me appearing before you today.

My interest in the Postal Service started from an early age when I was hired as a summer substitute letter carrier in high school. I was assigned to the Dyker Heights Station in Brooklyn, New York – serving the same neighborhood where Dr. Fauci was raised and close to where Janet Yellen grew up. I was initiated into the ranks of letter carriers when I was bitten by a dog and needed medical treatment. I don't mention this lightly: dog bites are a serious hazard for letter carriers.

After college, I worked for three years as a U.S. Customs Inspector assigned to the Bush Docks in Brooklyn. I spent time working in a factory, driving a cargo truck and a taxi, serving as a hospital attendant and janitor, among many other jobs. I was also a seaman in the United States Merchant Marine for a year.

Each of these roles exposed me to a wide variety of backgrounds and gave me a deep respect for working people. Based on my career path, it seems almost inevitable that I would end up as a labor lawyer.

Upon graduating from Tulane Law School, I had the inestimable honor of clerking for the eminent Judge John Minor Wisdom of the Court of Appeals for the Fifth Circuit, who was renowned for his groundbreaking civil rights opinions. You may have heard stories about the Judge from Senator Lamar Alexander, who was also a Wisdom clerk.

After my clerkship, I worked for the New Orleans field office of the National Labor Relations Board. For over three years, I investigated cases and conducted representation elections throughout Louisiana, Mississippi, Alabama and the Florida Panhandle. In 1982, I left a position at NLRB Headquarters and I went into private legal practice representing employees and unions.

Gradually my work focused mostly on the American Postal Workers Union (APWU). The APWU was and still is one of the largest postal unions, with over 200,000 members today. My decades of experience with the APWU exposed me to a broad spectrum of postal regulatory and legal issues from ratemaking to operations.

My career also gave me important insight into the postal workforce, which is one of the most dedicated and skilled in the nation. What President Richard Nixon said when he proposed postal reforms in 1970 is still true decades later. He said: “Laws do not move the mail, nor do dollars. What moves the mail is people – people who have the will to excel, the will to do their work to the very best of their ability. The United States is fortunate to have such people in its postal system today.”

The COVID pandemic has been a reminder that we are fortunate to have postal employees delivering for Americans every day. We know that the USPS provides stable, middle class jobs in every community across the country. But to me, the crowning achievement of the USPS workforce is its diversity. For many underrepresented communities, the USPS is the first rung on the ladder of economic opportunity. Today, the USPS is one of the largest employers of underrepresented communities including minorities, women and veterans. Investing in the workforce will ensure that a new generation of Americans finds their opportunity in their Postal Service.

Certainly, the Postal Service faces huge challenges, particularly when it comes to declining mail volume and the need to be self-sustaining. One thing of which I’m certain and recent events confirm is that people care about the mail. When the residents in my apartment building learn that the mail is in, we all congregate around the mailroom. I have heard plenty of complaints about service recently and have had a few bad experiences myself. But these complaints are not bitter; rather, they sound disappointed. There is a vast reservoir of good will towards the Postal Service, and I think we can all agree that the Postal Service must make it a priority to keep the trust of the American people before all else.

Despite the challenges facing the USPS, there are also incredible opportunities to grow the business and service to the American people. The strength of the USPS is in delivering to 161 million doors six days each week. I am pleased that the Postmaster General’s recently released 10-year plan protects six-day delivery and seeks to find new ways to utilize technology, expand services and invest in the career workforce. I am concerned, however, about other parts of the plan, such as reducing delivery standards, and raising prices that could disproportionately affect small businesses and rural communities. Additionally, any plans to close and consolidate facilities must be carefully evaluated to minimize the hardship on the postal workforce and the communities they serve.

It is an honor to be nominated to be a Governor of the United States Postal Service. I hope that I will be given the opportunity to find solutions to the problems facing the USPS. Working

closely with management and postal stakeholders, I am confident that Board can position the USPS to deliver the affordable and reliable service that all Americans deserve.

Thank you and I look forward to your questions.

**HSGAC BIOGRAPHICAL QUESTIONS FOR
EXECUTIVE NOMINEES**

REDACTED

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
<u>Name of Position</u>	<u>Date of Nomination</u>
Governor, Board of Governors, U.S. Postal Service	03/15/2021

<i>Current Legal Name</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
Anton	George	Hajjar	

<i>Addresses</i>					
<u>Residential Address</u> (do not include street address)			<u>Office Address</u> (include street address)		
Chevy Chase	Maryland	20815	Chevy Chase, MD 20815		
<u>City:</u>	<u>State:</u>	<u>Zip:</u>	<u>City:</u>	<u>State:</u>	<u>Zip:</u>

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

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1947	New York, NY

<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>			
<u>Spouse's First Name</u>	<u>Spouse's Middle Name</u>	<u>Spouse's Last Name</u>	<u>Spouse's Suffix</u>
Sandra	Latham	Hughes	

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

<i>Children's Names (if over 18)</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
Claire	Suzanne	Hajjar	
Gregory	Hughes	Hajjar	

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>
Fordham University	University	09/1965	05/1969	BA	May 1969
Tulane Law School	Law school	05/1972	05/1975	JD	May 1975

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)
Federal government	Military Sealift Command	Merchant seaman	New York, NY	06/1966 Est ☒ X	11/1969 Est ☒ X
Non-government	Rothschild Floorcovering	Truck driver	Bronx, NY	09/1969 Est ☒ X	11/1969 Est ☒ X
Federal government	U.S. Customs	Customs Inspector	Port of New York	11/1969 Est ☒ X	09/1972 Est ☒ X
Unemployed	Tulane Law School	Student	New Orleans, LA	09/1972 Est ☒ X	05/1975 Est ☒ X
Federal government	Federal judiciary	Law clerk	New Orleans, LA	01/1974 Est ☒ X	09/1975 Est ☒ X
Federal government	National Labor Relations Board	Field attorney	New Orleans, LA	09/1975 Est ☒ X	05/1972 Est ☒ X
Federal government	National Labor Relations Board	Appellate attorney	Washington, DC	05/1982 Est ☒ X	05/1982 Est ☒ X
Non-government	O'Donnell, Schwartz & Anderson	Attorney	Washington, DC	05/1982 Est ☒ X	05/2014 Est ☒ X
Non-government	Murphy Anderson PLLC	Attorney	Washington, DC	05/2014 Est ☒ X	01/2017 Est ☒ X

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

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
Montgomery County, MD	Election Judge	10/2021 Est ☐	11/2021 Est ☐

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.

None

(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.

From time to time, I have provided legal advice to clients on the impact of legislative proposals related to the USPS. I have not engaged in any advocacy efforts related to legislation.

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.

Fordham University: Regents Scholarship

U.S. Customs, Service Award

Tulane Law School: Law Review, Order of the Coif, Mitchell Franklin Award (highest grade in contracts); Am Jur Award (highest grade in administrative law); merit-based scholarship; graduated with honors.

Law Clerk, Hon. John Minor Wisdom, U.S. Court of Appeals for the Fifth Circuit

1986 Pro Bono Award, D.C. Bar

2012 Pro-Bono Attorney of the Year, American-Arab Antidiscrimination Committee

Elected to membership in the American Law Institute – 2002

Elected to Council of the American Law Institute – 2010

AV rating: Preeminent

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>
American-Arab Antidiscrimination Committee	2001 to present	Board member: 10/2017 to 10/2019

American Arab Antidiscrimination Committee	2001 to present	Legal adviser to Board Chair 10/2019 to present
American Law Institute	Elected 2002	Member
American Law Institute	Elected 2010	Council (governing board)
AFL-CIO Lawyers Coordinating Committee	1985-2017	Member
American Bar Association	1976-2015	Member

7. Political Activity

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

<u>Name of Office</u>	<u>Elected/Appointed/Candidate Only</u>	<u>Year(s) Election Held or Appointment Made</u>	<u>Term of Service (if applicable)</u>
N/A			

(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>
N/A			

American Arab Antidiscrimination Committee	2001 to present	Legal adviser to Board Chair 10/2019 to present
American Law Institute	Elected 2002	Member
American Law Institute	Elected 2010	Council (governing board)
AFL-CIO Lawyers Coordinating Committee	1985-2017	Member
American Bar Association	1976-2015	Member

7. Political Activity

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

<u>Name of Office</u>	<u>Elected/Appointed/Candidate Only</u>	<u>Year(s) Election Held or Appointment Made</u>	<u>Term of Service (if applicable)</u>
N/A			

(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>
N/A			

(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>
Georgia Federal Elections Committee	\$250	2020
Biden Victory Fund	\$250	2020
Russ Feingold for Senate	\$250	2016
Katie McGinty for Senate	\$250	2016
Jeanne Shaheen for Senate	\$250	2016

8. Publications and Speeches

(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.

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
Issues under the National Labor Relations Act during the COVID-19 Pandemic: Employee Rights to Refuse to Work in Unsafe Conditions	NYU Law School Center for Labor & Employment Law webinar, COVID-19 Challenges for Workplace - Safety and Dispute Resolution, NYU Center for Labor and Employment Law, Sept. 17, 2020	Sept. 13, 2020
Letter to the Editor: Terms of Service Should Prevent Anonymous Posting	Washington Post	February 28, 2020
Letter to the Editor: Google Employees Had the Right to Protest	Washington Post	November 6, 2018
The Trump Travel Ban Supreme Court Case (Outline)	Silver Spring Village, Silver Spring, MD	August 9, 2017
Concerted Activity in Cyberspace	Lawyers Coordinating Committee Minority Outreach Conference	June 08, 2013
Negotiations Between the APWU and the U.S. Postal Service	Cornell U. School of Industrial & Labor Relations, Ithaca, NY,	April 2, 2012
Employee Free Choice Act First Contract Interest Arbitration: Lessons (Or Lack Thereof) from the Postal Reorganization Act	Labor and Employment Law Initiatives and Proposals Under the Obama Administration, Proceedings of the New York University 62 nd Annual Conference on Labor 489 (Eigen, Z., ed. 2011)	2011
"FUNCTUS OFFICIO" AND ITS EXEPTIONS IN LABOR ARBITRATION	ABA Section of Labor & Employment Law, Chicago, IL,	November 1, 2010
Investigating the Use of Investigative Subpoenas	Committee on Practice & Procedure Under the NLRA, Fajardo, Puerto Rico	March 6, 2010
Contemporary Preemption Issues in Federal Labor Law	Workshop on Employment Law for Federal Judges, sponsored by the Federal Judicial Center and the Dwight D. Opperman Institute of Judicial Administration & The Center for Labor and Employment Law, NYU School of Law	March 12, 2007
National Labor Relations Board Interference With Voluntary Recognition Agreements – Is Repeal of the National Labor Relations Act	ABA Section of Labor & Employment Law, Committee on Practice and Procedure Under the National Labor Relations Act	March 2, 2006

the Answer?		
National Labor Relations Board Interference With Private Representation Agreements – Is Repeal of the National Labor Relations Act the Answer? (with Daniel B. Smith)	Pacific Coast Labor & Employment Law Conference, Seattle, WA	May 13, 2004
Concerted Action Other Than the Primary Strike	NLRB Region 5 Conference, Baltimore, MD,	March 2002
Legal Issues Affecting Arab-Americans	Woodrow Wilson International Center for Scholars, Washington, DC, Proceedings of a Conference at the Center, Special Report #2.1, page 28.	November 1, 2001
NLRA Developments: Employer Unfair Practice Cases	Lawyers Coordinating Committee Conference	May 2000
SUCCESSORSHIP FROM THE UNION'S PERSPECTIVE	NLRB Region 5 Conference, Baltimore, MD	September 5, 1997
Labor law: Union waiver of initiation fees contingent on victory in NLRB representation election held illegal interference with employers' free choice	Southern University Law Review	1975

(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.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Covid 19: When Is It Safe to Work? https://judicialstudies.duke.edu/episodes/when-is-it-safe-to-work/	American Law Institute Podcast	June 9, 2020
Labor Relations in Israel	Temple Sinai, Labor on the Bimah program	Sept. 9, 2017
Labor Law: Nuts and Bolts	Lawyers Coordinating Committee Minority Outreach Conference	June 9, 2011
Selected Legal Issues Affecting Arab Americans	Woodrow Wilson International Center for Scholars	November 1, 2001

(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.

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Faces of ADC: Anton Hajjar https://www.youtube.com/watch?v=zTvKyqeWQa8	ADC Convention, Washington DC	June 13-16, 2013

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?
- 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:

- a. 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>
N/A				

(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.

<u>Date Claim/Suit Was Filed</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>
N/A				

(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. No.

<u>Name of Agency/Association/ Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>
N/A			

(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 charge 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? No

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

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

☐ 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.

<u>Name of Organization</u>	<u>Address of Organization</u>	<u>Type of Organization</u> (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	<u>Position Held</u>	<u>Position Held From</u> (month/year)	<u>Position Held To</u> (month/year)
See OGE Form 278					

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.

<u>Status and Terms of Any Agreement or Arrangement</u>	<u>Parties</u>	<u>Date</u> (month/year)
See OGE Form 278		

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

125

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 black ink, consisting of stylized, cursive letters, is written over a horizontal line.

This 25 day of March 2021

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

REDACTED

March 17, 2021

The Honorable Gary C. Peters
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Under the Ethics in Government Act of 1978, Presidential nominees requiring Senate confirmation who are not expected to serve in their Government positions for more than 60 days in a calendar year are not required to file public financial disclosure reports. The Act, as amended, however, contains a provision in section 101(b) that allows the committee with jurisdiction to request any financial information it deems appropriate from the nominee.

We understand that your committee desires to receive a financial disclosure report (OGE Form 278) from any Presidential nominee for a position on the Board of Governors of the United States Postal Service, along with a written opinion from this Office regarding any possible conflicts of interest.

Therefore, I am forwarding a copy of the financial disclosure report of Anton Hajar, who has been nominated by President Biden for the position of a Governor on the Board of Governors, United States Postal Service. Because the nominee is not expected to serve more than 60 days in any calendar year, the enclosed report and this letter are submitted to you in accordance with your committee's confirmation procedures and will be available for public inspection only to the extent provided by your practices. There is no authority under the Act for public release of this material by the executive branch.

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.



The Honorable Gary C. Peters
Page 2

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

Sincerely,

DAVID APOL

Digitally signed by DAVID
APOL
Date: 2021.03.17 11:27:38
-04'00'

David J. Apol
General Counsel

Enclosure **REDACTED**

March 16, 2021

Natalie A. Bonanno
Designated Agency Ethics Official
Associate General Counsel and Chief Ethics & Compliance Officer
U.S. Postal Service
475 L'Enfant Plaza, SW
Washington, DC 20260-1100

Dear Ms. Bonanno:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of a Member of the Board of Governors of the United States Postal Service. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 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 particular 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 an officer, director, trustee, general partner, or employee; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

I will receive a live ethics briefing before my first meeting of the board in order to complete the initial ethics briefing required under the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 – NONFEDERAL ACTIVITIES

I hold a position on the Council of the American Law Institute. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the American Law Institute, 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 served as an election judge for Montgomery County (Maryland) Board of Elections in the fall of 2020. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, from a period of one year after my services ended, I will not participate personally and substantially in any particular matter involving specific parties in which I know the Montgomery County (Maryland) Board of Elections is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I occasionally provide consulting and legal services. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know a client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). In addition, for the duration of my appointment to the position of Member, I will not to communicate directly with the U.S. Postal Service on behalf of any client.

SECTION 3 – APPLICATION OF 18 U.S.C. § 203 AND 18 U.S.C. § 205

I have been advised that I will likely serve on the board for no more than 60 days in any period of 365 consecutive days. Accordingly, I understand that I may not, under the criminal laws at 18 U.S.C. §§ 203(c)(1) and 205(c)(1), provide any representational services or act as agent or attorney for another in any particular matter involving specific parties in which I have participated personally and substantially as a government official. I also understand that I may not receive a share of any payment made for such representational services performed by another. I understand that additional requirements of 18 U.S.C. §§ 203(c)(2) and 205(c)(2) will apply to me if I serve for more than 60 days in any period of 365 consecutive days. In that event, I will comply with all applicable requirements, and I will consult your office if I have any questions about those requirements.

SECTION 4 – INVESTMENTS

I have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in its competitors, i.e., companies that deliver mailable matter outside the U.S. mails (e.g., Amazon, Federal Express, United Parcel Service, DHL, etc.). I agree that during my service as a member of the Board of Governors, I will not invest in any company that directly competes with the U.S. Postal Service (e.g., Amazon, Federal Express, United Parcel Service, DHL, etc.).

I also have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.). I agree that during my service as a member of the Board of Governors, I will not invest in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.).

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 hold equity interests in and debt instruments issued by various business development companies, which invest in the debt and equity of other public and private companies. The agency has determined that it is not necessary at this time for me to divest my interests in these entities because my recusal from particular matters in which these interests pose a conflict of interest will not substantially limit my ability to perform the essential duties of the position of Governor. Accordingly, for as long as I hold an equity interest in a business development company, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of that business development company or its underlying holdings, 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). In addition, for as long as I hold a debt instrument issued by a business development company, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the marketability or market resale value of that debt instrument or on the ability or willingness of the business development company to pay its debt obligations to me, 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 I am personally responsible for avoiding conflicts of interest with respect to these business development companies and their underlying holdings, and I will monitor the investment information made available to me regarding these business development companies and consult as appropriate with ethics officials at the agency.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Anton Hajjar', with a stylized flourish at the end.

Anton Hajjar

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Anton Hajjar to be
Governor of the United States Postal Service**

I. Nomination Process and Conflicts of Interest

1. Did the President give you specific reasons why he nominated you to serve as a Governor of the United States Postal Service?

No.

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 Governor? If so, what are they, and to whom were the commitments made?

No.

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

No.

5. Please provide the name of any individual, law firm, consulting firm, lobbying firm, public relations firm, or other entity you have formally retained or contracted with regarding this nomination, including any amounts paid in fees or otherwise.

None.

II. Background of the Nominee

6. Why are you interested in serving as a Governor of the United States Postal Service?

I have a deep and abiding commitment to the mission of the Postal Service, as mandated by Congress in Section 101 of the Postal Reorganization Act, which states in part: "The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities. The costs of establishing and maintaining the Postal Service shall not be apportioned to impair the overall value of such service to the people. ... The Postal Service shall provide a maximum degree of effective and regular postal services to rural areas, communities, and small towns where post offices are not self-sustaining. ... In determining all policies for postal services, the Postal Service shall give the highest consideration to the requirement for the most expeditious collection, transportation, and delivery of important letter mail."

7. What specific background and experience affirmatively qualifies you to be a Governor of the Postal Service?

Most of my legal career has been spent on complex issues and policies involving the Postal Service. My work for American Postal Workers Union began in 1982 and continued to the end of 2016, included several years as APWU general counsel. The scope of my role was wide-ranging and not limited to labor issues. I became very familiar with the spectrum of postal issues, including postal laws, finances, ratemaking, and legislation. Although I have not represented the APWU or any other postal union or postal workers since I stepped down as general counsel of the APWU at the end of 2016, I have kept up with developments involving the Postal Service. I continue to work in the public interest as a pro bono lawyer, mostly involving civil rights cases. I am a member of the American Law Institute and the ALI Council, its governing board, where I serve on the Audit Committee.

8. Please describe:

- a. Your leadership and management style.

I listen respectfully to all views on issues and solicit feedback and data from a variety of sources before making a decision. Ultimately, all decisionmakers must be decisive. I strongly believe that a sense of mission and teamwork bring out the best in people.

- b. Your experience managing personnel.

I was a principal in a law firm for several decades during which I was a manager of associates and support staff.

- c. What is the largest number of people that have worked under your supervision?

Approximately 10.

9. What would you consider your greatest success as a leader?

For more than 30 years I was involved in detailed and complex negotiations between labor and the United States Postal Service. These negotiations resulted in labor agreements that were mutually beneficial to the Postal Service and postal employees.

10. What would you consider your greatest failure as a leader? What lessons did you take away from that experience?

As a lawyer entering private practice from the government in 1982, I was unfamiliar with the dynamics of client representation, often believing that my own assessment of the situation was the correct one. I was able to work collaboratively with a team that helped me incorporate different points of view, which led to stronger and more successful outcomes.

11. Please give examples of times in your career when you disagreed with your superiors and aggressively advocated your position. Were you ever successful?

When I was an attorney in the contempt litigation section of the National Labor Relations Board, I investigated certain cases that I strongly believed warranted filing a petition for contempt of court sanctions. I advocated my views, including presentation of a complex set of facts and law to my superiors. I was sometimes but not always successful in convincing them to proceed.

12. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.

Constructive criticism is essential in any setting to incorporate all viewpoints avoid mistakes. In one specific case, I was very certain of my position. A very junior member of the team disagreed with me. When she laid out the law in the area, I realized that I was wrong and openly said so, and thanked her for challenging me. Her contribution greatly improved the representation and led to a successful outcome.

13. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country or your organization.

Following contentious litigation in which our side had partially prevailed, I helped craft a resolution that met management's needs and resulted in the return of many thousands of jobs to postal employees, but the resolution required politically difficult compromises.

14. Please describe how you build credibility and trust among staff as a leader.

It is essential for staff to know that their contributions are appreciated and that their thoughts are incorporated, especially if they have an alternate point of view. Openly acknowledging staff contributions and how they influenced the outcome of the task at hand is critically important.

15. Please describe your experience negotiating the needs and interests of diverse stakeholders and producing acceptable outcomes for the parties involved.

As a lawyer who has worked for decades on complex labor agreements, my guiding principle was to find mutually beneficial outcomes. Successful negotiations require a deep understanding of the other side's positions to be able to develop win-win strategies.

16. Please describe your experience managing in times of crisis. How have you worked to resolve crises while maintaining transparency and open communication with stakeholders?

I fundamentally believe that honesty is always the best policy and that evasiveness often leads to even deeper problems.

17. During your career, has your conduct as a government employee ever been subject to an investigation or audit by the Office of Special Counsel, Department of Justice, agency Equal Opportunity office or investigator, agency Inspector General, or any other similar federal, state, or local investigative entity? If so, please describe the nature of the allegations/conduct and the outcome(s) of the investigation(s) or audit(s).

No.

18. Please list and describe examples of when you have raised sensitive or unpopular issues with colleagues or superiors that you felt were not receiving appropriate attention. What were the results?

As a labor lawyer, I traditionally negotiated on behalf of workers with management. However, those roles were reversed when I found myself representing union leadership to resolve workplace issues with individual bargaining units within the union. In those instances, I was working on behalf of management to enforce collective bargaining agreements through negotiations, arbitration or litigation with individual members of the union – many of whom were friends and colleagues. In such settings, I had to set aside any personal sensitivities or desires to be popular

with my colleagues as I worked to ensure that union leadership responded to all workplace issues in an appropriate way.

19. Do you have past experience serving on management boards or entities that serve a similar function? Please describe that experience.

I currently serve on the Council of the American Law Institute, which is its governing body. The Council is responsible for approving projects and materials before they are submitted to the ALI membership for final approval. In the past, I have served on the board of the American-Arab Antidiscrimination Committee and on the board of the AFL-CIO Lawyers Coordinating Committee.

20. Do you have leadership experience in a financially struggling organization? If so, what actions did you take to address the situation?

During my legal career, I examined an organization that was facing a challenging financial outlook. By reorienting the organization to its core mission and eliminating unnecessary spending, we were able to restore fiscal health.

21. Do you have experience leading, managing, or facilitating organizational change either in the private or public sector? If so, what lessons would you apply in your role as a Governor, if confirmed?

Please see answer no. 20 above.

III. Role of a Governor of the United States Postal Service

22. Please describe your view of the core mission of the Board of Governors (Board) of the United States Postal Service. In what ways is it distinct from the role of corporate and nonprofit boards?

Please see the answer to no. 6 above. On corporate boards, one's duty is primarily to shareholders. On the boards of nonprofits, the focus is on the mission of the organization and compliance with its governing documents. As a Governor of the Postal Service, the interests of the American people are paramount. As Section 202(a)(1) of the Postal Reorganization Act says of the duties of Governors: "The Governors shall represent the public interest generally [and] not be representatives of specific interests using the Postal Service" In all situations, organizations must comply with the law.

23. What do you believe are the functions and responsibilities of an individual Governor? What in your training and experience demonstrates your qualifications to fulfill these functions and responsibilities?

Please see the responses to nos. 6 and 22.

24. If confirmed, what specific contributions do you hope to make during your time on the Board?

I hope to use my background and experience in postal issues to develop a business model that will fulfill the USPS's mission to provide universal service to the American people and stabilize its finances. I will approach all situations with an open mind.

25. What do you see as the main challenges facing the Postal Service? What do you believe should be the Board's top priorities in meeting those challenges?

The financial backbone of the Postal Service is based on its principal market dominant products, which, it is well known, are in decline. The Postal Service must develop and execute a business plan that fulfills its public mission while striving to be financially self-sufficient.

26. What do you believe should be the respective roles and functions of the Board and the Postal Service management? How do you believe the Board and management can best work together to meet the challenges facing the Postal Service?

The Board oversees the functioning of management and approves major strategic decisions. The Board must assess the success of management in carrying out the goals and policies that the Board has approved. The Board should work collaboratively with management to develop goals and ensure that goals are met.

27. If confirmed, how would you approach the Board's responsibility to evaluate the performance of Postal Service management?

When the Board of Governors has approved a plan of action, it is the responsibility of management to execute it successfully. I would expect any business to have metrics for success and the Board must hold management accountable for meeting those metrics.

28. If confirmed, how will you work to promote public transparency and oversight of the Postal Service's operations and financial performance, as well as its management actions and overall integrity?

The Postal Service must fully and accurately respond to congressional oversight; to the public in accordance with existing laws, such as the Freedom of Information Act; and to regulatory agencies, including the Postal Regulatory Commission, in accordance with those agencies' regulatory authorities.

29. The Governors are chosen to represent the public interest generally. As a Governor, how will you plan to interact with various stakeholders interested in postal issues and how can you effectively represent their interests?

My role as a Governor will be to represent the interests of the American people, rather than any stakeholder. I will listen respectfully to the views of all stakeholders and take them into account in carrying out my duties as a Governor.

30. The Postal Service is “an independent establishment of the executive branch.” Please describe your understanding of the statutory requirements related to the independence of the Postal Service. If confirmed, how will you ensure the Postal Service maintains its independence?

The Postal Reform Act removed the Postal Service from the political process. It is charged with carrying out the intent of Congress as set forth in postal laws in a non-partisan and non-political way.

31. Current law provides that the Board of Governors shall include nine Governors, no more than five of whom may be adherents of the same political party. Please describe your views on the role of bipartisanship in making decisions concerning the Postal Service.

As a Governor, I will be committed to finding common ground without regard to partisan interests.

32. If confirmed, how would you ensure the independence of the Board from senior management at the Postal Service?

Members of the Board have an independent fiduciary obligation to the American people to provide independent direction and oversight to senior management. If confirmed, I will faithfully carry out that obligation to the best of my ability.

IV. Policy Questions

Postal Reform and Financial Issues

33. The Postal Reorganization Act of 1970 (39 U.S.C. §101) provides that “The United States Postal Service shall be operated as a basic and fundamental service provided to the people by the Government of the United States, authorized by the Constitution, created by Act of Congress, and supported by the people. The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities. The costs of establishing and maintaining the Postal Service shall not be apportioned to impair the overall value of such service to the people.”

a. How do you interpret this mandate of public service?

I interpret this mandate as written in the law. All decisions of the Board of Governors must be based on Congress’s mandate in the Postal Reorganization Act.

- b. In considering reforms to the Postal Service due to its financial condition, how would you ensure that any changes do not impair the overall value of this service to the people or otherwise prevent the Postal Service from fulfilling its statutory mandates?

All decisions of the Board of Governors and postal management must be aimed at fulfilling the congressional mandate in Section 101 of the Postal Reorganization Act.

34. What are your views on the Postal Service’s universal service obligation?

The Postal Reorganization Act requires the Postal Service to provide prompt and reliable service to all communities, including rural communities, at affordable prices. I believe that the current USO must continue because anything less than this would leave citizens and communities unserved.

35. The Postal Reorganization Act of 1970 created the Postal Service as a self-sustaining independent entity, succeeding the taxpayer-funded Post Office Department. The Postal Service has experienced net financial losses in recent years, such as a net loss of \$9.8 billion in Fiscal Year 2020. In your view, how should the Board approach the Postal Service’s strategy to improve its financial condition, while also meeting its universal service obligation and other statutory requirements?

Postal management has promulgated a 10-year plan seeking to address the fiscal challenges facing the Postal Service. If I am confirmed, I look forward to working with postal staff to better understand the data, assumptions and analyses underlying the plan.

36. What actions should Congress take to ensure the long-term sustainability of the Postal Service?

If I am confirmed to the Board, I look forward to working with Congress to ensure that legislative action will position the USPS for a successful future.

37. How do you view current service standards and delivery frequency with respect to the obligation for service to every American?

The Postal Reorganization Act states that the Postal Service “shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities.” Every American has the right to expect reliable and affordable mail service. The specific way to carry out that congressional mandate is complex and, if confirmed, I will have an opportunity to study this issue closely when I have access to the data, assumptions and analyses from the USPS.

38. Rural post offices and postal services often play an outsized role in a local community’s economy. When considering policy and operational changes, should the Postal Service take into account rural-specific factors? If so, which ones?

The prompt and efficient delivery of the mail and service to all communities, including rural communities, is mandated by the Postal Reorganization Act. All Americans, no matter where they live, have a right to expect and receive reliable and affordable shipping and delivery from the USPS.

39. The Postal Service has struggled to make capital investments essential to its operations. What steps do you believe the Board should take to prioritize key capital investments and allocate the resources necessary to make them?

Providing the Postal Service with the ability to make key capital investments is one of the goals of the Postal Reform Act. Specific capital investments are closely tied to overall postal strategy. The decisions of the Board of Governors to approve capital investments is based on careful analysis such as the return on investment. If confirmed as a Governor, I will have access to the information from the USPS so that I can analyze this issue.

40. What are your views of the Postal Service’s ten-year strategic plan, released on March 23, 2021, with respect to:

- a. Its treatment of service standards and the Postal Service’s network;

I find the proposed change in service standards troubling because the Postal Reorganization Act requires the Postal Service to provide prompt and reliable service to all communities. If I am confirmed as a Governor, I will examine closely the justifications for and necessity of revising downward service standards.

- b. Its plans to raise revenue and grow new lines of business

I think the plan's proposals to raise revenues by providing additional services is promising.

- c. Its legislative and administrative recommendations.

I am encouraged by the elements of the plan that include a commitment to the long-term viability of the Postal Service such as the investing in the equipment and facilities, recognizing of the need for a career workforce, committing to six day delivery, and expanding of products and services. I am concerned about elements of the plan that will reduce service standards and increase prices as well as resuming plant closures and consolidations. Based on publicly available materials, I am not in a position to evaluate specific elements of the ten-year plan. If confirmed as a Governor, I will have access to the data, assumptions and analyses in order to study this plan closely.

41. What is your vision of what the Postal Service should look like 10 years from now?

After Congressional reforms and the implementation of the positive aspects of the 10-year plan, the Postal Service will have achieved financial self-sufficiency that allows it to continue to provide prompt and efficient service to all communities at affordable rates. The Postal Service will have met existing service standards, expanded products and services, continue to provide six and in some instances seven-day delivery, reduced its reliance on non-career workers, made critical investments in technology, and procured and maintained an energy-efficient fleet of vehicles. It will also have in place plans to deal with contingencies like the current pandemic should they arise.

42. Do you believe the Postal Service should continue to operate on a self-sustaining business model?

The Postal Reorganization Act requires the Postal Service to be self-sustaining.

Postal Rates and Products

43. The Postal Service must balance the need to raise revenues with the need to ensure fair and affordable rates. It faces constraints on market-dominant rates, competition from private carriers in competitive product lines, and prohibitions on entering new lines of business unrelated to its mail delivery function. What do you believe the Board's role should be in balancing these constraints and challenges, and if confirmed, how would you prepare to fulfill this role?

The constraints on the Postal Service's rates for market-dominant products and to entering into new lines of business are largely governed by statute. If Congress enacts any changes to the business model of the USPS, I will work with the Board to implement the law if I am confirmed.

44. How would you work with Postal Service management and the Postal Regulatory Commission (PRC) to ensure that any rate changes are sensitive to the needs of Postal Service customers and stakeholders?

If confirmed, in carrying out my duties as a Governor, I will be sensitive to the needs of customers and stakeholders.

45. The PRC recently promulgated a rule giving the Postal Service authorities to raise prices above inflation on market-dominant products. In considering price increases, how should the Postal Service balance the need for additional revenue with the possibility that higher rates could further reduce mail volumes?

Pricing decisions must consider the impact they will have on revenue and volume. These are complex questions the answers to which require access to the information that will be available to me if I am confirmed to be a Governor.

46. Postal Service volumes and revenues associated with its market-dominant products continue to decline, while the volume of competitive products including packages has grown significantly in recent years. What actions should the Postal Service take to make the mail more appealing and valuable to customers and attract additional mail volume, both in its traditional lines of business and in potential growth areas?

The Postal Service has addressed issues such as improving the retail experience and growing package delivery for e-commerce in its recent 10-year plan. I look forward to working with management to put the USPS on a sustainable path for future growth and ensuring that all Americans receive reliable mail delivery. If I am confirmed as a Governor, I will have an opportunity to study this issue closely when I have access to the data, assumptions and analyses from the USPS.

47. The COVID-19 pandemic has highlighted USPS's vital role in the global supply chain, especially in regard to the delivery of pharmaceuticals and medical supplies within the United States. What can the Board do to protect and enhance USPS's delivery of these essential services?

The role of the Postal Service in the delivery of pharmaceuticals and medical supplies is vital and must be ensured. If confirmed, I want to ensure that all Americans who depend upon the USPS for vital prescription drugs receive reliable and dependable service, no matter where they live.

48. In the past, the Postal Service has requested greater flexibility to offer non-postal products. Under what circumstances should the Postal Service be permitted to offer non-

postal products, and what non-postal products do you believe the Postal Service should consider offering in order to improve customer service and provide revenue? Do you believe any new non-postal products should be required to cover their costs?

The 10-year plan states: “We will partner with all levels of government to engage and provide services for citizens. We will leverage our trusted brand to expand identity services such as passport services, fingerprint capture, biometric data capture, in-person proofing and notary services. We will become the storefront for government services and generate new revenue and additional foot traffic into our retail facilities. We will become a one-stop shop for a wide range of government services.” These objectives are within the Postal Service’s current authority and are needed by underserved communities. Should Congress pass legislation that provides additional services, I look forward to working with postal management to ensure that the law is implemented.

Service and Facilities

49. How can the Board ensure the Postal Service focuses on strong service performance, so that mail delivery is both protected and improved for all constituencies, including rural communities?

The prompt and efficient delivery of the mail and service to all communities, including rural communities, is mandated by the Postal Reorganization Act. All Americans, no matter where they live, have a right to expect and receive reliable and affordable shipping and delivery from the USPS.

50. When considering changes that could significantly affect the level of service available to customers, how should the Board measure and consider the consequences of such proposals, including their impacts on quality of service, service to rural communities, customer usage of the Postal Service, and mail volume?

The Postal Reorganization Act mandates prompt and efficient delivery of the mail and service to rural communities. I understand the intent of Congress to serve all communities, including rural communities. If confirmed, I look forward to reviewing the data to ensure that no community is harmed under the 10-year plan.

- a. What steps should the Postal Service take to ensure it does not make changes to service that harm any subset of postal customers, or are not consistent with the Postal Service’s universal service obligation?

The Postal Reorganization Act mandates the universal service obligation and that “the costs of establishing and maintaining the Postal Service shall not be apportioned to impair the overall value of such service to the people.” If confirmed, I will review the data underlying the 10-year plan to ensure that the USPS carries out its universal service obligation and that any changes do not harm any subset of postal customers.

51. The Postal Service is required to deliver mail to every address in the country, creating the need for retail postal locations in communities including low-density counties and towns.
- a. How would you balance the Postal Service's universal service obligation and the need for every community, including rural areas, to have reasonable access to postal services when looking at ways to improve the Postal Service's financial condition?

The Postal Reorganization Act states: "The Postal Service shall provide a maximum degree of effective and regular postal services to rural areas, communities, and small towns where post offices are not self-sustaining." It also states: "No small post office shall be closed solely for operating at a deficit, it being the specific intent of the Congress that effective postal services be insured to residents of both urban and rural communities." Every American deserves reliable and affordable mail service. If confirmed, I look forward to reviewing the data relevant to the balancing of the universal service obligation and the need of every community, including rural areas, with ways to improve the Postal Service's financial condition.

- b. How would you approach decisions to adjust postal retail and mail processing networks, including decisions to consolidate facilities?

Adjusting postal retail and mail processing networks is addressed in the recently released 10-year plan. Such adjustments could impact service standards and could cause hardships on the workforce. These adjustments present complex issues, and I would need to review the underlying data and analysis from the USPS if confirmed as a Governor.

The Postal Workforce

52. Please describe the kind of labor-management relationship you believe is most desirable at the Postal Service.

The Postal Reorganization Act states: "As an employer, the Postal Service shall achieve and maintain compensation for its officers and employees comparable to the rates and types of compensation paid in the private sector of the economy of the United States. It shall place particular emphasis upon opportunities for career advancements of all officers and employees and the achievement of worthwhile and satisfying careers in the service of the United States." Maintaining good labor relations is critically important to achieving these goals and to the overall functioning of the Postal Service and its service to the American people.

53. By law, Postal Service employees can collectively bargain over compensation, benefits, and other conditions of employment. In your view, what role does collective bargaining play in productive workplaces, and in the Postal Service, in particular?

Collective bargaining is mandated by Congress as prescribed in the Postal Reorganization Act and the National Labor Relations Act. Cooperation between the Postal Service and representatives of employees is vastly superior to conflict in maintaining productive workplaces.

54. The Board's long-term strategic and financial plans for the Postal Service can help shape its decisions about workforce needs and the composition of the postal workforce. What do you view as the Postal Service's future workforce needs, in order to fulfill its universal service obligation, serve all Americans, and provide fair wages and benefits?

The Postal Service must have a well-trained and highly motivated workforce to fulfill its statutory mandates. The 10-year plan recognizes the importance of a career workforce. As a Governor, I look forward to working with management to recruit and retain a highly motivated and fairly compensated workforce.

55. The Postal Service is having difficulty recruiting younger workers and ensuring retention. How should the Board approach these problems, in conjunction with management, to improve recruiting of younger workers and provide for sustainable careers?

Opportunities to be hired into the Postal Service have mostly been limited to non-career jobs. The 10-year plan recognizes that the Postal Service needs a career workforce. Providing opportunity and career growth should make working for the Postal service more attractive to younger workers.

V. Accountability

56. Protecting whistleblower confidentiality is of the utmost importance to this Committee.

- a. Please describe any previous experience with handling whistleblower complaints. What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?

Whistleblower laws are essential to congressional oversight and for eliminating waste, fraud and abuse in the government. Whistleblowers must be protected against retaliation.

- b. If confirmed, what steps will you take to ensure that whistleblower complaints are handled appropriately at the Postal Service?

The Postal Service is subject to whistleblower laws and maintains specific policies protecting whistleblowers. As a Governor, I will expect and require the Postal Service to comply fully with them.

- c. If confirmed, what steps will you take to ensure that Postal Service whistleblowers do not face retaliation, that whistleblower identifiers are protected, and that complaints of retaliation are handled appropriately?

Please see the responses to subparagraphs a and b, above.

57. If confirmed, do you pledge to thoughtfully consider recommendations made by the Postal Service Office of Inspector General, the Office of Government Ethics, the Office of Special Counsel, or the Government Accountability Office, and implement those that would improve the Postal Service's functions, operations, or accountability?

Yes.

58. The Board's meetings are open to the public unless the Board votes to close all or part of a meeting in line with exemptions permitted by the Government in the Sunshine Act. If confirmed, how would you ensure that the public has appropriate access to information regarding what occurred during closed meetings?

As a Governor, I will expect and require the Postal Service to comply with Sunshine Act and will be committed to transparency under the Act.

VI. Relations with Congress and the Public

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

Yes.

60. 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 confirmed?

Yes.

61. 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 confirmed?

Yes.

62. If confirmed, how will you make certain that you will respond in a timely manner to Member requests for information?

If confirmed as a Governor, I will review Member requests for information and pledge to respond fully and in a timely manner.

63. If confirmed, will you direct the Postal Service to adopt a presumption of openness where practical, including identifying documents that can and should be proactively released to the public, without requiring a Freedom of Information Act request?

I support a policy of openness and transparency and will take very seriously the obligation of the Postal Service to comply with FOIA without obstructions or provoking litigation.

64. If confirmed, will you keep this Committee apprised of new information if it materially impacts the accuracy of information your agency's officials have provided us?

Accuracy of information is critical to congressional oversight. If confirmed, I will never approve of any submission to the Committee that is inaccurate and if I become aware of inaccuracies, I will insist that management correct them promptly.

VII. Assistance

65. Are these answers your own? **Yes.** Have you consulted with Postal Service management, employees, or any other interested parties? If so, please indicate which entities. **No.**

I, Antony Hajjar, 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 12 day of April, 2021

**Post-Hearing Questions for the Record
Submitted to Anton A. Hajjar**

**Nominations of Kiran A. Ahuja to be Director, Office of Personnel Management, and
Anton A. Hajjar, Amber F. McReynolds, and Ronald Stroman to be Governors,
U.S. Postal Service
Thursday, April 22, 2021**

Senator Thomas R. Carper

1. USPS opportunities to combat climate change

Perhaps the greatest challenge we face on our planet is climate change. The greatest source of emissions, as far as greenhouse gases, is from our mobile sources. Almost every month we have announcements from major automakers in the United States and around the world, regarding their intentions to move away from internal combustion vehicles and into alternative fueled vehicles.

I understand that the Postal Service has engaged with a company, Oshkosh, of Oshkosh Wisconsin, to purchase up to 165,000 new vehicles, with vehicle rollout between 2023 and 2033. I understand that at this time, the Postal Service plans for an initial order of 75,000 vehicles, 10 percent of which will be electric. I also understand that there is flexibility in the contract to allow the Postal Service to retrofit internal combustion engine vehicles to battery electric vehicles over time.

I believe the Postal Service has a prime opportunity to take the lead in combatting climate change, and that's by moving away from combustion engine vehicles and the emissions they produce by investing in an electric fleet.

Can you please share your thoughts on this matter? What actions does the Postal Service need to take to ensure that addressing climate change, especially with the postal fleet, is a priority?

Electrification of the new fleet of postal vehicles must be an important priority for the Postal Service. Achieving a fully electric fleet, if possible, is a critical goal, especially given the size of the fleet and its impact on National energy policy. Investing in electrification makes good business sense when we envision what the fleet will look like decades from now. Although electric vehicles will require a larger up-front investment, it should pay off in the long run with reduced maintenance costs and lower emissions. If I am confirmed, ensuring an efficient postal delivery fleet will be a priority for me and I look forward to working with stakeholders and examining this issue closely.

2. Responsiveness to Congress

In the last several months my office, and the Delaware Congressional Delegation, has submitted requests for information and staff briefings with USPS to discuss the Postal Service's proposed

District Consolidation Plan and new procedures for responding to Congressional casework inquiries. We are specifically interested in learning how the Postal Service's plan to consolidate from 67 to 50 districts will affect Delaware, which currently falls under the South Jersey District.

Further, we would like an update on the Postal Service's efforts to implement new procedures to improve its response time to Congressional casework inquiries. In early March USPS staff conveyed to Delaware Congressional Delegation staff that there would be new procedures to ensure timely responses to casework inquiries, including regular partnership calls with Congressional staff. Since that call, and after multiple requests for more information, USPS has not provided a response.

If confirmed, what actions will you take to ensure that the USPS is responsive to Congressional requests for information, including casework inquiries?

Transparency is essential, especially with regard to requests from Congress. If confirmed, it will be a priority of mine to provide prompt and accurate information in response to all congressional inquiries and I commit to working with your office closely to ensure that you get the answers you have requested.

3. Timeline for strategic plan

The ten-year strategic plan released by Postmaster General DeJoy on March 23, 2021 includes a number of reforms intended to return the Postal Service to financial solvency. Following the release of the plan, my staff requested a timeline from USPS to include key action items, milestones, and goals. While I certainly understand that many of these elements may not have a clear timeline and are subject to external factors – such as legislative reforms – a timeline outlining the action items, milestones and goals would be helpful in clarifying the expectations and outcomes expected under the plan for Congress, postal customers, and the general public.

1. Do you agree that a timeline would be helpful in better understanding the implementation of the strategic plan issued on March 23rd?

I agree that providing a timeline that is as accurate as possible to Congress for the implementation of aspects of the 10-year plan should be a priority of the Postal Service. This is especially important because parts of the 10-year plan call for congressional action and the plan makes clear that all elements of it must be implemented if it is to achieve its goal of financial self-sufficiency.

2. If so, if confirmed, what actions will you take to ensure the USPS provides a timeline and clear information on the implementation of the proposed reforms?

If confirmed, I will work with my fellow Governors and postal management to provide the most accurate assessment of when the Postal Service expects to implement the various aspects of the plan.

4. Concerns regarding shipping live poultry

As you know, the USPS is the only service that can ship live small animals. In fact, the USPS has over one hundred years of experience shipping live animals, starting back in 1918 when it first started to allow the shipment of day-old chicks.

Delaware is one of the nation's top poultry producers. I have heard from constituents who have expressed concerns about the effects of USPS operational changes and other challenges, which have uniquely impacted farmers and producers in the First State and across the nation. Unfortunately, these delays have often resulted in the delivery of deceased chicks.

In order to mitigate this issue, two months ago, the USPS issued a temporary embargo nationwide on the delivery of live chicks. However, this this embargo has since been lifted, and I continue to hear from constituents who are receiving deceased animals well past the 48 to 72 hour service standard.

Throughout this pandemic, our country's farmers and producers have demonstrated significant resiliency in the midst of unprecedented crisis. As we move forward in our economic recovery, they need as much certainty and predictability as we can give them.

With this in mind, if confirmed, would you commit to reviewing this issue and ensuring that USPS is taking action needed to ensure it can meet the service standard for live animals and curtail this problem?

Yes.

Senator Kyrsten Sinema

1. The U.S. Postal Service recently released a new 10-year plan to improve its financial stability. The plan includes several worrisome service proposals that could mean postal customers in Arizona, and across the nation, will see degraded service. This includes consideration of closing or consolidating mail processing facilities, including one facility in Tucson.

What steps do you plan to take, if confirmed, to ensure that the service provisions in the 10-year plan – including any consideration of closing or consolidating processing plants – make long-term sense for the Postal Service and protect the ability of postal customers to receive good service?

I am concerned with several provisions of the 10 Year Plan. These include lowering service standards for mail to increase transportation by truck instead of air, which would seem to have a disproportionate impact on customers in Western states. If confirmed, I will look closely at the data and justifications for lengthening delivery standards and to alternatives to the proposed changes. The Postal Service must obtain an advisory opinion from the Postal Regulatory Commission for changes of this kind, and I look forward to

studying the PRC's analysis. In addition, the 10 Year Plan proposes aligning post office hours with customer needs. The 10 Year Plan also proposes to resume the closings and consolidations that were paused in 2015. The law requires the Postal Service to engage local communities and employees affected by these closings and consolidations. These must be followed in letter and spirit. I was personally involved in the closings and consolidations in 2015 and I recall the hardships on businesses, communities and employees affected and the subsequent deterioration in service. If confirmed, I will pay special attention this issue, including but not limited to the facility in Tucson.

Ranking Member Rob Portman

1. When the Postal Service struggled to deliver nationwide last year, Ohio was hit harder than most. For example, during the week of Christmas only a quarter of First Class Mail in Northern Ohio was delivered on time. Thankfully, over the last month, service in Ohio has rebounded to near or just above the national average.

- a. What do you think the Postal Service could have done better to communicate the service challenge to mailers, shippers, and other postal customers?

Based on publicly available information, the Postal Service failed to communicate effectively with mailers, shippers, and other postal customers. I believe that open communications and transparency are indispensable to maintaining the confidence of the public in the Postal Service, and if I am confirmed as a Governor, will advocate for effective communications and transparency.

- b. If confirmed, how will you work to ensure that service is consistent and avoid the difficulties we saw last fall and winter?

I believe that restoring and maintaining "prompt, reliable and efficient services to patrons in all areas and to all communities" (39 U.S.C. 101(a)) is a fundamental obligation of the Postal Service. If confirmed to be a Governor, fulfilling this statutory obligation will be a guiding principle.

2. The Postal Service just released its 10-year plan, which proposes a range of changes to address longstanding challenges and meet future needs.

- a. Which specific aspects of the plan, if any, do you support?

Based on publicly available information, I believe that those aspects of the plan are promising: the commitment to investing in technology, including replacing its antiquated fleet of vehicles and in parcel sorting equipment; to upgrading retail facilities; to offering products and services (within the

confines of existing law); maintaining six-day delivery (and in some instances seven-day delivery) and to a career workforce.

- b. Which specific aspects of the plan, if any, cause you concern?

I am concerned about the plan to reduce delivery standards and increasing rates. The plan to align post office hours to customer needs may in practice result in a reduction of service, especially to rural patrons. Closures and consolidations may result in a deterioration of service and cause hardships to communities and employees.

3. Despite significant changes in relative mail and package volume over the last twenty years, mail continues to bring in more revenue to the Postal Service than packages. Given this, some mailers are concerned that the Postal Service is not adequately considering their needs in its future plans.

- a. What do you believe is the future for mail?

Despite a decline in First Class Mail volume, the Postal Service processes many millions of pieces of mail, and postal patrons rely on it. First Class Mail and other monopoly products cannot be neglected. Parcel delivery provides an opportunity for increased revenue. The Postal Service should also explore offering additional products and services in its retail network within the confines of existing law.

- b. How should the Postal Service address the concerns of mailers?

The Postal Service must know and be responsive to concerns of mailers, maintain lines of communications with mailers, and be open and transparent with them.

4. The Postal Service's Inspector General listed workplace relations and culture as one of the Postal Service's nine management challenges in its Fall 2020 report to Congress.

- a. How do you think the Postal Service can improve its workplace culture?

I believe that postal employees are dedicated public servants who want to work for the public interest. I believe that Postal Service leadership needs to inspire employees and harness and enable their desire to serve the public. The provisions of the 10-year plan committing to a career workforce and to complying with agreements with management organizations and unions should contribute to improving workplace culture.

Senator Rand Paul

On selecting and evaluating candidates for Postmaster General:

In an article published on March 16, 2021, the Washington Post deemed it a “common misconception” that Postmaster General Louis DeJoy “was appointed by [former President Donald] Trump.”¹

1. The U.S. Postal Service (USPS) Board of Governors (not the President) appoints the Postmaster General: true or false?

The Governors appoint the Postmaster General.

2. What professional experiences, leadership attributes, educational backgrounds, references, and demonstrated skills would you require of a candidate for Postmaster General, should a vacancy of that position occur during your term as a Governor of the USPS?

A postmaster general must have a vision for a viable Postal Service, develop strategic plans with management and the Board of Governors to implement that vision, effectively communicate goals and expectations to senior management, employees and Congress, and maintain transparency with Congress and the public.

3. If you are confirmed by the Senate to serve on the USPS Board of Governors, is your goal to get rid of the current Postmaster General and appoint a replacement? Or is your goal to work with Postmaster General DeJoy to implement some or all aspects of his plan to put the USPS on a more stable footing?

I testified at the hearing that no one has asked me for a commitment on the Postmaster General. My focus if confirmed will be evaluating the 10 Year Plan with access to the assumptions and data behind it. I will work for the long-term viability of the Postal Service with the Postmaster General, senior management, fellow members of the Board of Governors, stakeholders and Congress.

On impartiality in oversight:

1. On how many occasions have you been party to legal action against the USPS?

Representing the American Postal Workers Union since 1982 and as its general counsel from November 2013 to the end of 2016, I have been counsel in many lawsuits, administrative proceedings before agencies such as the National Labor Relations Board, and arbitrations. I cannot provide a number.

2. What assurances can you provide the committee that, if confirmed as a Governor of the USPS, your actions will not reflexively advance the interests of the labor unions that represent various segments of the USPS workforce, as they have throughout most of your professional career?

¹ <https://www.washingtonpost.com/business/2021/03/16/usps-dejoy-what-you-should-know/>

As an attorney for the APWU, I had an ethical obligation to represent my client to the best of my ability, within the bounds of legal ethical standards. As a Governor, I am legally obliged to represent to “represent the public interest generally ... [and] not be [a] representative[] of specific interests using the Postal Service” (39 U.S.C. 202). If confirmed, I will take an oath to do so faithfully and to the best of my ability, and intend to carry out my sworn duty to the American people.

On assessing the USPS’ unfunded liabilities:

This Committee would benefit from regular updates on the financial condition of the USPS, including “decomposing” the agency’s long-term liabilities into their respective elements and developing a plan to improve the management of those liabilities.

1. Would you be supportive of efforts by the USPS Board of Governors to provide regular updates on the financial condition of the USPS to the Committee?

I would work to ensure Congress receives timely and accurate information from the USPS, including financial data that the Committee has requested.

On overhead and labor costs:

The USPS’s “costs are heavily concentrated in wages and benefits for both current employees and retirees.”²

1. In your opinion, what is the role of the USPS Board of Governors in reviewing the percentage of operating expenses that are attributable to labor?

The Board of Governors must review all operating expenses, including those attributable to labor, with a view towards the long-term viability of the Postal Service.

2. Would you be supportive of efforts by the USPS Board of Governors to review and conduct comparative analyses of the labor costs of the USPS relative to both its competitors as well as other public enterprises (such as transit systems, foreign posts, and quasi-government agencies such as the Tennessee Valley Authority)?

It is my understanding and experience that the Postal Service regularly reviews labor costs of workers in the private sector in carrying out its statutory duty to “achieve and maintain compensation for its officers and employees comparable to the rates and types of compensation paid in the private sector of the economy of the United States” and to “place particular emphasis upon opportunities for career advancement of all officers and employees and the achievement of worthwhile and satisfying careers in the service of the United States.” (39 U.S.C.101(c)).

² <http://about.usps.com/who-we-are/financials/financial-conditions-results-reports/fy2018-q1.pdf>

On organizational transparency:

1. Would you be supportive of efforts by the USPS Board of Governors to review how USPS accounts for and allocates its costs among its various lines of business? Specifically, would you support analyses designed to determine whether and to what degree USPS “monopoly” products may be cross-subsidizing its competitive (parcel delivery) products? Would you support making the results of these analyses available to members of Congress and the public?

It is my understanding that under law the Postal Service may not subsidize competitive products with revenues from monopoly products, and that the Postal Regulatory Commission is charged with analyzing rates, including the prohibition of such cross-subsidization. It is also my understanding that the evidence, data and analyses of all parties, including the Postal Service, is available to the public in accordance with the regulations of the PRC.

2. Where appropriate and if necessary, would you be willing to assist members of Congress in seeking additional information from the U.S. Postal Service on behalf of their constituents?

Yes.

On pricing and revenue:

In its final Order (No. 5763³) following its 10-year review of USPS pricing as mandated by the Postal Accountability and Enhancement Act of 2006, the Postal Regulatory Commission granted USPS the authority to implement a second postal rate increase in 2021 (in addition to the rate increase that took effect on January 24, 2021⁴).

1. Do you believe that two postal rate increases in such quick succession is in the best interests of the USPS?

I am concerned that rate increases may drive away postal patrons and disadvantage businesses, particularly small businesses, that rely on the Postal Service. If confirmed, I will examine possible rate increases in light of the data and analyses to which I will have access as a Governor.

2. What do you believe is the most likely outcome of implementing two postal rate increases in such quick succession?

³ <https://www.prc.gov/docs/115/115227/Order%20No.%205763.pdf>

⁴ <https://about.usps.com/newsroom/national-releases/2020/1009-usps-announces-new-prices-for-2021.htm>

I cannot accurately answer this question without access to the data and analyses, including evaluations of price elasticities, which will be available to me if I am confirmed as a Governor.

Senator James Lankford

1. You served as the general counsel to the American Postal Workers Union. That position has exposed you to the workforce elements of the postal service, but being on the board of governors requires expertise in operations and logistics. How will you transition from your previous role of advocating to USPS, to actually being USPS?

During my decades as an attorney representing the American Postal Workers Union, I became familiar with operations and logistics, as well as finances and rate issues, and not only labor relations. In that capacity, I had an ethical obligation to represent my client faithfully, within the bounds of canons of ethics. I have not represented the APWU or any postal union dealing with the Postal Service since the end of 2016. PRA Section 202 provides: “The Governors shall represent the public interest generally” and “[t]he Governors shall not be representatives of specific interests using the Postal Service” If I am confirmed to be a Governor of the Postal Service, I will take an oath to fulfill these duties and fully intend to be faithful to that oath.

2. What matters or issues, if any, did you advocate or negotiate with the USPS in your former position and for which you would consider recusing yourself to avoid an apparent conflict of interest?

As an attorney for the APWU, I was involved in negotiations, arbitrations, litigation and general legal advice in matters involving the Postal Service. I have not represented the APWU in matters involving the Postal Service since the end of 2016. I cannot think of a matter in which I might need to recuse myself if I am confirmed as a Governor, but will ask for and follow any guidance of the Postal Service’s chief ethics officer.

3. How do you plan to raise USPS’s revenue? Do you support the Postal Service raising revenue through increasing rates?

Raising prices requires a delicate balance between losing volume and creating hardships for patrons, such as small businesses, which rely on the Postal Service. In other words, even if the analysis of price elasticities for market dominant products might suggest a certain increase in prices without losing volume, that does not mean that it is advisable for the Postal Service to do so. The Postal Regulatory Commission closely monitors the Postal Service and I would rely on its filings as well as conversations with postal stakeholders in considering rate increases. To increase its bottom line, the Postal Service must have a business strategy to constantly improve efficiency and productivity, and restore reliable service to postal customers.

4. You stated that the Postal Reorganization Act requires the Postal Service to be self-sustaining. Would you advocate for a Congressional bail out or appropriation of any kind?

The Postal Service has developed a 10-year plan to achieve self-sufficiency without congressional operating subsidies. If confirmed, it is my goal to help the Postal Service achieve and maintain financial self-sufficiency as the Postal Reorganization Act requires.

5. The previous Administration created the Postal Task Force and released a list of recommendations. Which of those recommendations do you believe are worth pursuing, and which ones do you believe would be detrimental?

I have not reviewed in full the Postal Task Force Recommendations because I have been focused on the 10-year plan that was released last month. If confirmed, I will review the Postal Task Force Recommendations closely as we work to ensure that the USPS has a business plan that will restore service and provide growth for the future.

6. Do you believe that USPS customers value predictably and reliability over speediness? In other words, do you believe customers would rather consistently have mail delivered in 3 days versus sometimes 2 days, sometimes 7 days?

I have not seen studies addressing customer preferences in this regard. Because the PRA mandates "prompt, reliable and efficient services to patrons in all areas and shall render postal services to all communities," if confirmed I will do my best to help the Postal Service achieve all of these mandates.

7. How will you work to increase predictability in delivery schedules?

Predictable service is part of the mandate to the Postal Service to provide "reliable" service. Addressing service is my top priority if I am confirmed.

Senator Rick Scott

1. In your view, what are the main issues regarding the Postal Service?

The main issue at this time is restoring service and the confidence in the American people in the Postal Service. The main challenge to the Postal Service is restoring financial sustainability in the face of declining volume of market dominant products, principally First Class Mail, which under current law form the backbone of postal finances. The Postal Service is also burdened by a statutory mandate to pre-fund retiree health benefits and the fact that some retirees do not participate in Medicare, although postal employees pay into it.

2. What steps would you take to make the Postal Service more economically viable?

The recently released 10 Year Plan has many promising elements that may contribute to the Postal Service's financial viability, such as investing in technology and automation and replacing its antiquated fleet of vehicles, seeking to capture a larger share of the growth of the package delivery market, upgrading retail operations, offering additional products and services within the confines of current law, preserving six-day delivery (and in some instances seven-day delivery), and committing to a career workforce.

3. What is an example of a new business line that Postal Service could implement in order to generate additional revenue?

As set forth in the 10 Year Plan (page 35): "We will partner with all levels of government to engage and provide services for citizens. We will leverage our trusted brand to expand identity services such as passport services, fingerprint capture, biometric data capture, in-person proofing and notary services. We will become the storefront for government services and generate new revenue and additional foot traffic into our retail facilities. We will become a one-stop shop for a wide range of government services." Under existing law, the Postal Service is restricted from offering products and services beyond those in which the Postal Service provided in 2006.

4. What reasonable actions are needed in order to address the unfunded liabilities and debt that the Postal Service has incurred?

The 10 Year Plan calls for legislation relieving it of pre-funding retiree health insurance, integrating health benefits with Medicare, and recalculation of its obligation to fund pre-1970 retiree costs. The Postmaster General has made it clear that all aspects of the plan, including the measures mentioned above, are necessary for the Postal Service to be financially self-sufficient.

5. What administrative actions do you feel are necessary for the Postal Service to take within the next few years?

I believe that the first priority of the Postal Service is to restore service and the confidence of the American people. In the longer run, I believe that the Postal Service should implement the positive aspects of the 10 Year Plan mentioned in paragraph 2.

Senator Josh Hawley

1. What is your assessment of the 10-Year Plan released by USPS in March? What are its strengths and weaknesses, if any?

The promising elements of the 10 Year Plan are: its proposal to invest in upgrading retail facilities, in technology, in utilizing the network to offer new products and services (within the confines of current law), to better partner with shippers; to replace the antiquated vehicle fleet; to retain 6-day delivery and in some instances 7-day delivery; and its commitment to a career workforce. More concerning is the proposal to lower delivery standards and raise rates; to resume facility closures and consolidations; and possibly to reduce hours of retail facilities. I have questions about the projections of growth of package volume and about whether the redesigned networks and management structure will work. Some initiatives such as the proposed changes in delivery standards will need to undergo the review process of the Postal Regulatory Commission. In addition, by law the Postal Service must comply with a process of consultation with affected communities. The Postmaster General has declared that all parts of the plan, including legislative proposals, must be included for the plan to succeed.

2. Do you believe that USPS should at least achieve break-even operating performance over the next 10 years?

The law requires the Postal Service to be self-sufficient and it must make every effort to achieve self-sufficiency over the next 10 years. The 10-year plan projects positive net income by FY24.

3. Recent stimulus packages have provided USPS with up to \$10 billion in additional liquidity, which now does not need to be paid back. Given this, do you believe that addressing the nearly \$188 billion in liabilities at USPS requires further direct appropriations? Or can comprehensive reform proposals address these liabilities without turning to the taxpayer?

Current law requires the USPS to be self-sufficient. Additionally, the 10-year plan projects financial self-sufficiency and no need for taxpayer subsidies.

4. Coming from a state with many rural communities, I believe that protecting rural delivery and rural post offices is absolutely essential. If confirmed, will you commit to protecting access to USPS and delivery services for rural Americans?

The Postal Reorganization Act is explicit about this obligation: "The Postal Service shall provide a maximum degree of effective and regular postal services to rural areas, communities, and small towns where post offices are not self-sustaining. No small post office shall be closed solely for operating at a deficit, it being the specific intent of the Congress that effective postal services be ensured to residents of both urban and rural communities." 39 U.S.C 101(b). I am committed to upholding the law, including this section to ensure that all communities continue to have reliable and affordable mail service.

Dear Senators,

On behalf of the FreedomWorks activist community, I urge you to oppose the nomination of Anton Hajjar for the United States Postal Service (USPS) Board of Governors. Due to Mr. Hajjar's conflicts of interests outlined below, we ask that you consider putting a hold on his nomination.

Mr. Hajjar has served on the staff of a law firm and has personally engaged in litigation and arbitration in representing interest against the USPS, and he has also served as the General Counsel for the American Postal Workers Union (APWU). The APWU has opposed reforms that would benefit the postal service's long-term financial stability. For example, the APWU opposed nearly all of the proposals presented by the Trump Administration's White House Task Force on the United States Postal Service, which was poised to help achieve sound operational and accounting fixes. On top of this, the APWU also strongly supported taxpayer bailouts in the range of \$75 billion to support the USPS, instead of addressing the agency's underlying problems.

We believe it is incumbent upon the Biden Administration to present to the Senate candidates for the USPS Board whom have not consistently opposed the interests of lawmakers and regulators in meeting objectives of establishing a functional USPS; and whom have not sought to influence the actions of USPS staff and its contracts as an element of the individual's external employment.

The USPS is a fiscally-troubled agency that is in serious need of reforms. Over the last 14 years, the postal service has lost more than \$87 billion, including more than \$9 billion last year. The agency is also expected to lose more than \$160 billion over the next ten years. In contrast to years of mismanagement, the USPS must institute a business-like model for postal operations that would help clear the billions of dollars the agency carries in unfunded liabilities and debt.

Mr. Hajjar's employment with the postal workers' union presents a conflict of interest that will undermine his ability to serve on the Board of Governors and objectively consider serious and needed reforms to the USPS. Any decision that the Board of Governors takes may be met with a biased response from Mr. Hajjar, which can affect the consideration of any long-term proposal to get the USPS back on a strong financial path.

The presence of union-backed nominees present legitimate questions and concerns about treating government appointments as rewards from President Biden for the early political support he garnered from the postal worker unions. In lieu of nominating individuals whose judgments are clouded by the conflicts of political paybacks, we urge you to make it known that there is a need to consider alternative candidates who are deeply skilled in emergency financial reorientation

and broad-scale change management. This would help the USPS to prioritize its massive fiscal challenges and better serve the nation with reliable, affordable, universal mail service.

The Senate must not move forward with the nomination of Mr. Hajjar.

Sincerely,

Adam Brandon
President, FreedomWorks

Opening Statement of Amber McReynolds
US Senate Homeland Security and Governmental Affairs Committee
April 22, 2021

Good morning Chairman Peters, Ranking Member Portman and Members of the Homeland Security Committee. I appreciate you holding this hearing.

Before we begin, I'd like to acknowledge my family here with me today and those watching from home. I'm thankful my brother Michael McReynolds is here today with me. In normal times, I would have brought my son Kenton (8) and daughter Klara (10) with me to see our government up close and tour the Capitol and monuments again as they absolutely loved it when I first brought them in 2018. I'm also grateful to my parents Dana and Pixi for ensuring that my children are at school on time and do not miss baseball and soccer practice while I'm away.

The United States Postal Service is one of our most admired institutions, responsible for binding our nation together by connecting citizens to commerce, communities, and each other. It is an essential service that our citizens expect and trust. Given the importance of the Postal Service in our lives, I am deeply humbled and honored to be nominated to serve on the Board of Governors. All Americans deserve a thriving and sustainable postal service and if I am confirmed, I look forward to working to improve postal operations, service, and citizen connectivity.

My entire professional career has been focused on improving citizen experiences with government, specifically within the voting process. I served as a local election official in Denver, Colorado for thirteen years and experienced firsthand the importance of building processes that deliver an essential service to the public in a fair, accessible, and secure way. During my time in local and state government, I designed systems that put the needs of customers - the voters - first. I am proud that the Colorado voting model has been a blueprint that other states have used to increase citizen participation. Our experience in Colorado proved that it is possible to improve service while reducing costs and saving taxpayer dollars. We have demonstrated that we can increase transparency while enhancing security - all while serving the public in a more accessible and equitable manner. And finally, I am incredibly grateful to the local and state election officials across the United States for their spectacular commitment to serving voters during the 2020 election cycle. We all owe them our gratitude.

In the midst of a global pandemic, millions of Americans across the country relied on the postal service to cast their ballots. Despite great challenges, the postal service helped deliver democracy during the 2020 election. The parallels between election administration and the postal service are clear in that both have a mission to deliver an essential, nonpartisan service for all customers regardless of personal circumstance, politics, or geography. Vote by mail is an essential role for the USPS and if I am fortunate to serve as a Governor, I will bring a perspective

to the board that prioritizes the needs of the American people just as I have done my entire career for voters both in government and in the nonprofit sectors.

While Denver, Colorado has been my home for the past sixteen years, I grew up in a small town in Illinois where my parents still live today. The universal service obligation is essential to the daily lives of rural citizens across our nation. Whether it is prescription drugs, election ballots and information, or business related mailings, rural communities rely heavily on the postal service for vital connectivity and commerce. Regardless of where Americans live, we must ensure that every community across the country has prompt, reliable, and equitable service.

We know that the success of this great institution depends on the ability to adapt to change. Many of the problems facing the USPS are clear: Chronic underinvestment in technology, facilities, infrastructure, and the workforce have exasperated the crisis. It is not a question of whether change is necessary but rather whether we can collectively work together to effectuate change with solutions that focus on the future.

I look forward to focusing on a better future for the USPS that continues to deliver reliable and affordable mail service to every community in the country. Working collaboratively with postal stakeholders and the Board, I am confident that we can find creative solutions and process improvements that deliver cost savings as well as service improvements. By investing in the business and workforce, we will be able to grow the USPS and bring new revenue into the system.

If I am fortunate enough to be confirmed, I am committed to working on behalf of the American people to deliver the service they expect and deserve.

I look forward to your questions.

**HSGAC BIOGRAPHICAL QUESTIONS FOR
EXECUTIVE NOMINEES**

REDACTED

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
<u>Name of Position</u>	<u>Date of Nomination</u>
<u>USPS Board of Governors</u>	<u>March 15, 2021</u>

<i>Current Legal Name</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
Amber	Faye	McReynolds	

<i>Addresses</i>					
<u>Residential Address</u> (do not include street address)			<u>Office Address</u> (include street address)		
			<u>Street:</u>		
<u>City:</u> Denver	<u>State:</u> CO	<u>Zip:</u> 80209	<u>City:</u> Denver	<u>State:</u> CO	<u>Zip:</u> 80209

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

				m s		
Amber	F	Kiesey			9/2009	5/2017

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1979	Peoria, Illinois

<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>			
<u>Spouse's First Name</u>	<u>Spouse's Middle Name</u>	<u>Spouse's Last Name</u>	<u>Spouse's Suffix</u>

<i>Spouse's Other Names Used (current spouse only)</i>						
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u> X	C h e c k i f M a r r i e d N o t M a r r i e d	<u>Name Used From</u> (Month/Year) (Check box if estimate)	<u>Name Used To</u> (Month/Year) (Check box if estimate)

				m s		
					Est □	Est □
					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>
London School of Economics and Political Science	Graduate School	09/2001	11/2002	Masters	11/2002
University of Illinois, Urbana	College	08/1997	05/2001	Bachelors	5/2001

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, USPS 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)
Contract, NonProfit	National Vote at Home Institute & Coalition	CEO	Washington DC/Denver, CO	8/2018	Present
Self-employment	Strategy Rose LLC	Principal & Founder	Denver, CO	10/2018	Present
State/Municipal Government	City and County of Denver	Director of Elections	Denver, CO	08/2005	08/2018
NonProfit	New Voters Project	Regional State Coordinator	Des Moines, Iowa	01/2004	2005
State Government	14th Judicial Circuit, Rock Island County, Illinois	Council Director	Rock Island, Illinois	11/2001	12/2003

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

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
DeKalb County, Georgia	Consultant	12/2019	05/2020
State of California, Secretary of State's office	Consultant	04/2020	12/2020

		Est ☐	Est ☐	Present ☐
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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.

None

(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.

- a. During my time as Director of Elections in Denver, I also co-chaired the County Clerks Association's Election Statute Review Committee for three years. Our responsibility was to analyze election legislation and provide technical feedback as part of the legislative process. I regularly testified on behalf of Denver and also the Colorado County Clerks Association.
- b. Since August 2018, I have also been the CEO of the National Vote at Home Institute and Coalition and our mission is to expand options to vote and improve vote by mail systems. As such, I have testified in numerous states and at the federal level as a technical expert. My organization has hired lobbyists to provide technical assistance and advocate for policy changes to improve election administration at the state and federal level.

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.

2020 Top Women in Business, Colorado Women's Chamber of Commerce

2018 Top Public Official of the Year, Governing Magazine

2017 ICPS International Electoral Award for Innovation (Denver Elections)

2017 Election Assistance Commission Clearie Award (Denver Elections)

2017 Election Center's Eagle Award for Technology (Denver Elections)

2015 ICPS International Electoral Award for Innovation (Denver Elections)
 2015 Election Center's Democracy Award for Innovation (Denver Elections)
 2015 Michelle Burton Excellence in Election Service Award
 2013 Election Center's Democracy Award for Innovation (Denver Elections)
 2013 NACO (National Association of Counties) Achievement Award (Denver Elections)

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>
Massachusetts Institute of Technology, Election Data Science Lab	May 2017 to Present	Advisory Board member
Protect Democracy, National Task Force on Election Crises	March 2020 to Present	Task Force Member
Represent Women	November 2019 to Present	Board Member
Election Center	2005 to Present	Member
Issue One, National Council on Election Integrity	September 2020 to Present	Council Member
City Year Denver	January 2019 to Present	Board of Directors
Auburn University Graduate Program in Election Administration	October 2019 to Present	Advisory Board Member

Overseas Voting Initiative, Council of State Governments & Federal Voting Assistance Program	2015 to 2018	Council Member
Teach for America	September 2019 to May 2020	Champions Circle
Vote-ER	2020	Advisory Circle
Denver Metro Chamber of Commerce	2016, 2017, and Present	Member
Colorado Women's Chamber of Commerce	2016 to Present	Member
Women's Foundation of Colorado	2017 to Present	Member & Empowerment council
London School of Economics Alumni Association	Ongoing	Member
University of Illinois Alumni Association	Ongoing	Member
Election Verification Network	2015 to Present	Member

7. Political Activity

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

<u>Name of Office</u>	<u>Elected/Appointed/ Candidate Only</u>	<u>Year(s) Election Held or Appointment Made</u>	<u>Term of Service (if applicable)</u>
Director of Elections (Nonpartisan)	Appointed	2011 to 2018	Municipal (State) government

(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>
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Yes on Prop DD Campaign, Colorado 2018	Consultant services	Provided analysis on results posting process, timeline for completion	November 2018

(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>
Kim Wyman for Secretary of State (Washington)	\$200	2020
Maggie Toulouse Oliver for Secretary of State (New Mexico)	\$500	2018
Y and Z Initiatives in Colorado (Fair Maps Colorado Initiative)	\$500	2018
Leslie Herod for Colorado	\$300	2019
Jeff Bridges for Colorado (State Senate)	\$250	2020

8. Publications and Speeches

(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.

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
When Women Vote	Alden-Swain (Book subject to copyright)	January 2020
Let's Put the Vote by Mail Fraud Myth to Rest	The Hill	April 28, 2020
Empower Voters with Information and Technology	ColoradoPolitics.com	March 13, 2019

Elections are Broken because they aren't about the voters	Route 50	March 12, 2019
Colorado Empowers Its Citizens to Vote	Denver Post	November 5, 2018
Winning Votes for Women: Celebrating the Path to Victory for Women's Suffrage	Medium	November 4, 2018
Let's Do What's Right and not Fight About What's Right: Amendments Y/Z for Colorado Redistricting	Colorado Sun (also posted on Medium)	October 28, 2018
An Appeal to Colorado Voters 2 Days before Primary Election Day	Medium	June 24 2018
A Voter Centered Approach to Elections	Medium	April 20, 2018

(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.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Testimony in Support of Election Reform	Vermont Legislature	January 2021
Voting Rights in Missouri – The Impact of Covid 19	Missouri Commission on Civil Rights	October 2020
Voting Safely During the Pandemic	US House of Representatives Committee on Administration	August 28, 2020
State of Voting During the Pandemic	Joint Session of New York Assembly and Senate	August 11, 2020
Resilience and Readiness of Election Systems	US House of Representatives Subcommittee on Cybersecurity, Infrastructure and Innovation	August 4, 2020
"Adding a Permanent Absentee Ballot Choice for Alaska's Voters" Updated	Alaska House of Representatives – House Bill 115	February 18, 2020
Adding a Permanent Absentee Ballot Choice for Kansas Voters	Kansas State Senate	February 18, 2020

Voting by Mail: Prepaid Postage for Return of Ballots	Maryland State Senate	February 14, 2020
Moving Delaware to a No Excuse Absentee Vote Model	Delaware House of Representatives	February 10, 2020
Moving to No Excuse Absentee Voting for all voters in Tennessee	Tennessee House	February 8, 2020
Moving to No Excuse Absentee Voting in Virginia	Virginia House of Delegates	January 22, 2020
Moving to Permanent Absentee Voting in Virginia	Virginia House of Delegates	January 22, 2020
Moving to an Annual Permanent Absentee Voting Sign Up Model in Virginia	Virginia House of Delegates	January 22, 2020
Changing References in Public Communication from Absentee Voting to "Vote by Mail"	Maryland State Senate	January 15, 2020
Changing References in Public Communication from Absentee Voting to "Vote by Mail"	Maryland House of Delegates	January 9, 2020
Providing an option in New Hampshire in local elections to vote entirely by mailed out ballot	New Hampshire House	January 9, 2020
Testimony in Support of Vote by Mail	Washington, DC City Council	October 30, 2019
Adding a Permanent Absentee Ballot List for Nevada	Nevada Assembly	June 7, 2019
Adding a Permanent Absentee Ballot List for Nevada	Nevada Assembly	May 29, 2019
"Adding a Permanent Absentee Ballot Choice for Alaska's Voters"	Alaska House of Representatives – House Bill 115	April 17, 2019
Adding a Permanent Absentee Ballot List for Illinois	Illinois State House	February 26, 2019
Removing the Cap on the Number of Voters in a County Where Vote by Mail Can Be Authorized	Nebraska Legislature	February 15, 2019
Moving to a full mailed-out ballot for Hawaii	Hawaii State Senate	February 10, 2019
Changing References in Public Communication from Absentee Voting to "Vote by Mail"	Maryland State Senate	February 8, 2019

Adding a Permanent Absentee Ballot List for Maryland	Maryland State Senate	February 7, 2019
Changing References in Public Communication from Absentee Voting to "Vote by Mail"	Maryland House of Delegates	February 5, 2019
Adding a Permanent Absentee Ballot List for Maryland	Maryland House of Delegates	February 1, 2019
Testimony of Amber McReynolds, Denver Elections Director	Presidential Commission on Election Administration (Public Meeting)	August 8, 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.

As the CEO of an organization that seeks to expand options to vote and improve election administration, I have frequently been invited by media outlets to discuss these issues. I have identified appearances that are responsive to the questionnaire. If any additional appearances are identified, they will be promptly provided to the Committee.

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
Ted Talk: Voting Doesn't Need to be So Hard: https://www.ted.com/talks/amber_mcreynolds_voting_doesn_t_need_to_be_so_hard_let_s_redesign_it?language=en	Mile High TEDex. And Ted.com	October 2020 and March 2021
Voting from Home with Amber McReynolds https://owltail.app/link/0kBoxZ9VTeb	High Turnout, Wide Margins Podcast	February 3, 2021
Amber McReynolds Testifies in Vermont www.youtube.com/watch?v=oaVBZ-bcLfl	National Vote at Home Institute YouTube page	Jan 28, 2021

The 2020 Voting Experience and Ideas for Reform https://bipartisanpolicy.org/event/the-2020-voting-experience-and-goals-for-reform/	Bipartisan Policy Center Panel	December 15, 2020
Virtual Conference https://nonpartisanreformers.org/reformers-summit	National Association of Nonpartisan Reformers	December 11, 2020
Voter Administration Explained with Amber McReynolds of the Vote At Home Institute https://soundcloud.com/thegreatbattlefield/voter-administration-explained-with-amber-mcreynolds-of-the-national-vote-at-home-institute	The Great Battlefield Podcast	November 18, 2020
Amber McReynolds and David Frum Speak at Seventy Minutes (Election 2020) www.youtube.com/watch?v=CPwsDCOUelQ	Committee of Seventy	November 4, 2020
Girl Club with Stephanie Donnor and Amber McReynolds of Vote at Home Institute www.youtube.com/watch?v=cfKULkr_A-E	Colorado Women's Chamber of Commerce	September 28, 2020
Amber McReynolds, National Vote at Home Institute https://www.rstreet.org/2020/09/22/why-public-service-episode-5-amber-mcreynolds/	Why Public Service Podcast: R Street Institute	September 22, 2020

When Women Vote featuring Stephanie Donnor and Amber McReynolds https://drsherylziegler.com/podcast/	Dr. Sheryl's Podcouch	September 22, 2020
Amber McReynolds on Voting https://podhero.com/podcast/7954/the-weeds	Vox The Weeds Podcast	September 17, 2020
Webinar on Voting	General Mills	September 11, 2020
Vote by Mail PSA https://www.facebook.com/MultCoElections/posts/virtual-voter-ed-how-to-vote-by-mail-kat-calvin-of-spread-the-vote-and-amber-mcr/10164250268915274/	Spread the Vote with Kat / Multnomah County (OR)	September 10, 2020
Vote at Home with Amber McReynolds and Jesse Wegman https://podimo.com/en/shows/b0eb3d8d-2b10-4dae-a1f4-2d617943455f/episode/596f8fd8-ae02-4c6d-b76f-8518693c73fa	Bay Area Book Festival Podcast	August 13, 2020
BIPAC Vote by Mail Webinar: What Does It Mean and How Does it Work?	BIPAC	August 12, 2020
Amber McReynolds on mail-in voting nationwide	The Dan Caplis Show	August 7, 2020

https://www.facebook.com/630KHOW/videos/amber-mcreynolds-joins-ross/353847378942792/		
Voter Fraud and Voter Registration https://fedsoc.org/contributors/amber-mcreynolds	The Federalist Society	August 6, 2020
Repairing our Voting Infrastructure: Planning for the 2020 Election https://worldprojects.columbia.edu/events/repairing-our-voting-infrastructure-planning-2020-election-0	Columbia World Projects	August 5, 2020
Amber McReynolds Reminds Us to Check our Voter Registration www.youtube.com/watch?v=HwahSiUVi6I	Andrew Goodman Foundation – Take Back Your Power Weekend	August 2, 2020
Election Administration During a Pandemic	AFL-CIO Lawyers Coordinating Committee	July 24, 2020
Ranked Choice Voting	RW Summer Speaker Series	July 21, 2020
GAD Institute: Future of Voting Session Realtorparty.realtor/news/events/gad-institute	Pennsylvania Association of Realtors	July 16, 2020
Panel Discussion: The Importance of Women Voting and Running for Office in WY Equalitystate.org/the-peoples-review/	Wyoming for Equality State Policy Center (ESPC)	July 16, 2020

Bold Women Series: Election Administration in the Pandemic	History Colorado	July 7, 2020
Vote Safe Rally 2020 – How to Secure your right to vote and empower others to vote in 2020 Facebook.com/thefuturecoalition/videos/275228227248288/	Headcount and the National Vote at Home Institute	June 25, 2020
Virtual Monthly Meeting re: What is happening with elections across the country	Represent NJ	June 20, 2020
Democracy and Voting for a More Equitable and Resilient Future Younify.org/kickoff	YouNIFY	June 11, 2020
Election Administration During a Pandemic	Unite America and NANR	June 8, 2020
Elections, Access and COVID-19 [Sections 1 and 2] http://materials.ndrn.org/virtual20/clickmefirst.htm	National Disability Rights Network	June 1, 2020
State Election Association Best Practices During the Covid-19 Pandemic	The Democracy Fund	May 29, 2020
Let's Fix This – Virtual Discussion about vote by mail	Virtual Civics Con	May 29, 2020
Amber McReynolds on Voting Safely during the Pandemic	Buzzfeed News O'Clock Podcast	May 28, 2020

https://www.buzzfeed.com/newsoclock/news-oclock-george-floyd-minneapolis-police		
COVID-19 Impacts on Election Law and Policy https://www.rstreet.org/event/covid-19-impacts-on-election-law-policy/	Attorney General Alliance and R Street	May 28, 2020
Let's Talk about Voting Outside the Polling Place https://www.ncsl.org/research/elections-and-campaigns/let-s-talk-about-voting-outside-the-polling-place.aspx	National Conference of State Legislatures (NCSL)	May 27, 2020
Vote Safe Webinar: Protect Michigan Voters with Secretary of State Jocelyn Benson, Amber McReynolds, Myrna Perez, Paul Smith www.facebook.com/votersnotpoliticians/videos/242654430409836	VoteSafe Michigan	May 21, 2020
Webinar: Vote by Mail Landscape Nationwide	ProPublica	May 20, 2020
Transforming our Election Systems across the Nation https://www.facebook.com/kamiguilidnercoaching/videos/amber-mcreynolds-on-extraordinary-women-radio-talking-about-barriers-to-suffrage/268058514627800/	Extraordinary Women Radio	May 15, 2020
Strengthening Democracy – Voting Rights Across the United States	Civic Nebraska	May 14, 2020

http://youtu.be/H5jCye0gSB4		
Vote by Mail Webinar www.bfa.us/events	Business for America	May 14, 2020
Voting Outside the Polling Place: What to Expect When You're Expecting More Absentee Voting https://www.ncsl.org/Portals/1/Documents/Elections/absentee-voting-Slides-Webinar.pdf	National Conference on State Legislatures	May 13, 2020
Election Security in 2020 https://cyber-center.org/national-cybersecurity-centers-secure-the-vote-launches-2020-webinar-series-give-us-the-options/	National Cybersecurity Center	May 12, 2020
Vote by Mail: Be Prepared and Know the Basics about Ballot Mail https://youtu.be/DUGZ2F4IEH4	AP Tech	May 12, 2020
Holding Safe Elections during Covid https://www.facebook.com/standuprepublic/videos/holding-safe-elections-during-covid-19/2558154617733331/	Stand Up Republic and Principles First	May 6, 2020
Scaling Vote at Home Processes for Safe and Secure Elections with Amber McReynolds https://my.lvv.org/minnesota/anoka-blaine-coon-rapids-area/event/u-m-webinar-scaling-vote-home-processes-safe-secure-elections-amber-mcreynolds	University of Minnesota – Humphrey School of Public Affairs	May 5, 2020

Amber McReynolds, Jesse Wegman, Ian Haney Lopez: Vote at Home www.youtube.com/watch?v=pxmEyAwcDI8	Bay Area Book Festival #Unbound	May 1, 2020
When Women Vote Book Event https://bipartisanpolicy.org/event/when-women-vote/	Bipartisan Policy Center	April 30, 2020
Secure Our Vote – Voting in a Time of Covid Town Hall https://www.facebook.com/events/d41d8cd9/secure-our-vote-virtual-town-hall-voting-in-the-time-of-covid/277966296538141/	Public Citizen	April 29, 2020
Youth Voting Rights Group Call	Rock the Vote	April 28, 2020
Expanded Vote by Mail – Illinois Update https://ncjwcns.org/events/vbm/	National Council of Jewish Women	April 27, 2020
Vote at Home with Expert Amber McReynolds https://soundcloud.com/committee-of-70/vote-at-home-with-expert-amber-mcreynolds	Studio C70	April 23, 2020
Covid-19 and Policy Options for Expanding Mail-In Voting in November https://www.nonprofitvote.org/qa-covid-19-expanding-mail-in-ballots-webinar/	Nonprofit VOTE	April 23, 2020

Every Woman Vote https://everywomanvote.me	Every Woman Vote 2020 Webinar	April 23, 2020
National Vote at Home Mandate https://thefulcrum.us/vote-at-home	Fulcrum	April 22, 2020
City Use of Technology Amidst Covid	Harvard Law Class	April 20, 2020
Voting by Mail https://shass.mit.edu/news/news-2020-election-lab-video-series	MIT Elections Lab	April 9, 2020
#222 Why Can't WE All Just Vote at Home Already? Ft. Amber McReynolds Amazon.com/can't-just-already-Amber-McReynolds/dp/B08JJQYP86	SUP Podcast	April 7, 2020
Promote the Vote: Voting by Mail https://www.ncjw.org/act/action-resources/promote-the-vote-protect-the-vote/	National Council of Jewish Women	April 1, 2020
Studio C70 with Amber McReynolds of the National Vote at Home Institute www.youtube.com/watch?v=ADogCSwubN8	The Committee of 70 Podcast/Webcast – Independent Nonpartisan Advocate for Better Government in Philadelphia	March 31, 2020

Bold Women Change History https://www.facebook.com/events/history-colorado/liette-gidlow-bold-women-change-history-speaker-series/189916335616180/	Liette Gidlow Speaker Series	March 11, 2020
Conversation with Amber McReynolds https://www.cyberscoop.com/events/sf-cybertalks/	SF CyberTalks Conference	February 24, 2020
Conversation with Amber McReynolds https://soundcloud.com/user-523857066-454853175/colorado-womens-chamber-of-commerce-conversations-amber-mcreynolds	Colorado Women's Chamber of Commerce Podcast	February 12, 2020
A Conversation with Amber McReynolds, CEO of Vote at Home https://www.youtube.com/watch?v=-zQG2VnOazc	John Hickenlooper	March 31, 2020
Amber McReynolds – Putting Voters First Expanding Options to Vote www.youtube.com/watch?v=tZWG-hK6QpU	Defcon Conference	August 9-11, 2019
George Brauchler with Amber McReynolds	The Dan Caplis Show	July 3, 2019
Innovating the Voting Experience www.youtube.com/watch?v=TFHr-m4HbQQ	Unrig Summit	May 23, 2019

How Amber McReynolds Modernized Denver's Electoral System and Broke Voter Turnout Records www.youtube.com/watch?v=dL7u7mJsyhs	Liquid Future Podcast	April 10, 2019
Amber McReynolds and Scott Cardenas Talk Denver Elections www.youtube.com/watch?v=-VAbwRb5TzQ	US Election Assistance Commission	October 25, 2017
"Understanding Cybersecurity" https://www.eac.gov/videos/american-elections-understanding-cybersecurity	US Election Assistance Commission	October 2017
"View it from a Different Angle" www.youtube.com/watch?v=s4Q2eaPTJj4	US Election Assistance Commission	December 16, 2015

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? Yes
- 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:

a. Is this an estimate (Yes): Month Year (August 1997)

B) Description of the specific nature of the offense: I was 18 and with my friends before I was about to leave for college. We went to another friend's house that was having an end of summer picnic. My friends and I had one or two drinks at the party before we went home (this was a new thing for me and my friends). We then were offered a ride home from another friend. I was a passenger in the car during a traffic stop where police officers gave us all breathalyzers. We were not drinking in the car and did not have alcohol with us, but law enforcement charged us. I left for college a week or so after that.

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: **No**
- 2) Firearms or explosives: **No**
- 3) Alcohol or drugs: **Yes**

Location where the offense occurred (city, county, state, zip code, country): Henry County, Illinois

D) 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**

1) Name of the law enforcement agency that arrested/cited/summoned you: Henry County Sheriff

2) Location of the law enforcement agency (city, county, state, zip code, country): Henry County, Illinois

E) 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 I was cited and asked to appear in a hearing.

1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country): Because I was leaving for college within a week, we requested a hearing as soon as possible. So, the hearing occurred in Henry County, Illinois within a week of the incident..

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:

Charges were dropped/dismissed with a supervision period pending that it did not happen again.

3) If no, provide explanation:

F) Were you sentenced as a result of this offense: **No**

G) Provide a description of the sentence: The charge was dismissed with a supervision clause pending it did not happen again.

- H) Were you sentenced to imprisonment for a term exceeding one year: **no**
- I) Were you incarcerated as a result of that sentence for not less than one year: **no**
- J) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated: n/a
- K) If conviction resulted in probation or parole, provide the dates of probation or parole: n/a
- L) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: **no**
- M) 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.

No

<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>

(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.

No

<u>Date Claim/Suit Was Filed</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>

(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.

No

<u>Name of Agency/Association/Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>

(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?

No

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).

State of Rhode Island - to advocate for expanding and improving vote at home options and policies.

State of Maine - to advocate for expanding and improving vote at home options and policies.

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.

<u>Name of Organization</u>	<u>Address of Organization</u>	<u>Type of Organization</u> (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	<u>Position Held</u>	<u>Position Held From</u> (month/year)	<u>Position Held To</u> (month/year)

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.

<u>Status and Terms of Any Agreement or Arrangement</u>	<u>Parties</u>	<u>Date</u> (month/year)

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.

Amber McKeen

This 30 day of July, 2021

UNITED STATES OFFICE OF
GOVERNMENT ETHICS



REDACTED

March 19, 2021

The Honorable Gary C. Peters
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Under the Ethics in Government Act of 1978, Presidential nominees requiring Senate confirmation who are not expected to serve in their Government positions for more than 60 days in a calendar year are not required to file public financial disclosure reports. The Act, as amended, however, contains a provision in section 101(b) that allows the committee with jurisdiction to request any financial information it deems appropriate from the nominee.

We understand that your committee desires to receive a financial disclosure report (OGE Form 278) from any Presidential nominee for a position on the Board of Governors of the United States Postal Service, along with a written opinion from this Office regarding any possible conflicts of interest.

Therefore, I am forwarding a copy of the financial disclosure report of Amber McReynolds, who has been nominated by President Biden for the position of a Governor on the Board of Governors, United States Postal Service. Because the nominee is not expected to serve more than 60 days in any calendar year, the enclosed report and this letter are submitted to you in accordance with your committee's confirmation procedures and will be available for public inspection only to the extent provided by your practices. There is no authority under the Act for public release of this material by the executive branch.

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.



The Honorable Gary C. Peters
Page 2

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

Sincerely,

DAVID APOL

Digitally signed by DAVID
APOL
Date: 2021.03.19 13:23:17
+04'00'

David J. Apol
General Counsel

Enclosure **REDACTED**

March 16, 2021

Natalie A. Bonanno
Designated Agency Ethics Official
Associate General Counsel and Chief Ethics & Compliance Officer
U.S. Postal Service
475 L'Enfant Plaza, SW
Washington, DC 20260-1100

Dear Ms. Bonanno:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of a Member of the Board of Governors of the United States Postal Service. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 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 particular 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 an officer, director, trustee, general partner, or employee; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

I will receive a live ethics briefing before my first meeting of the board in order to complete the initial ethics briefing required under the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 – NONFEDERAL ACTIVITIES

I hold positions with the following entities:

- National Vote at Home Institute
- National Vote at Home Coalition
- Represent Women
- City Year Denver
- Lift Colorado

With regard to and each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity, 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 am also the sole owner of Strategy Rose, LLC, a pass-through entity through which I provide consulting services. With regard to Strategy Rose, LLC, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). In addition, pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know a client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Finally, for the duration of my appointment to the position of Member, I will not communicate directly with the U.S. Postal Service on behalf of these entities or any client.

SECTION 3 – APPLICATION OF 18 U.S.C. § 203 AND 18 U.S.C. § 205

I have been advised that I will likely serve on the board for no more than 60 days in any period of 365 consecutive days. Accordingly, I understand that I may not, under the criminal laws at 18 U.S.C. §§ 203(c)(1) and 205(c)(1), provide any representational services or act as agent or attorney for another in any particular matter involving specific parties in which I have participated personally and substantially as a government official. I also understand that I may not receive a share of any payment made for such representational services performed by another. I understand that additional requirements of 18 U.S.C. §§ 203(c)(2) and 205(c)(2) will apply to me if I serve for more than 60 days in any period of 365 consecutive days. In that event, I will comply with all applicable requirements, and I will consult your office if I have any questions about those requirements.

SECTION 4 – INVESTMENTS

I have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in its competitors, i.e., companies that deliver mailable matter outside the U.S. mails (e.g., Amazon, Federal Express,

United Parcel Service, DHL, etc.). I agree that during my service as a member of the Board of Governors, I will not invest in any company that directly competes with the U.S. Postal Service (e.g., Amazon, Federal Express, United Parcel Service, DHL, etc.).

I also have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.). I agree that during my service as a member of the Board of Governors, I will not invest in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.).

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).

Sincerely,



Amber McReynolds

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Amber McReynolds to be
Governor of the United States Postal Service**

I. Nomination Process and Conflicts of Interest

1. Did the President give you specific reasons why he nominated you to serve as a Governor of the United States Postal Service?

No.

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 Governor? If so, what are they, and to whom were the commitments made?

No.

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

No.

5. Please provide the name of any individual, law firm, consulting firm, lobbying firm, public relations firm, or other entity you have formally retained or contracted with regarding this nomination, including any amounts paid in fees or otherwise.

None.

II. Background of the Nominee

6. Why are you interested in serving as a Governor of the United States Postal Service?

The United States Postal Service is one of our most admired institutions responsible for binding our nation together by connecting citizens to commerce, communities, and each other. It is an essential service that our citizens expect and trust. Given the importance of the United States Postal Service in our lives, I am excited about this opportunity to improve postal operations, service, and citizen connectivity in an effort to create a thriving and sustainable postal service.

My entire professional career has been focused on improving citizen experiences with government and specifically within the voting process. I served as a local election official in Denver, Colorado for 13 years and experienced firsthand the importance of building processes that serve the public and ensure that the election process is fair, accessible, secure, transparent, equitable, and reliable. All of these values are critical to providing systems that respect the public's expectation for government to be accountable to the citizenry. This same approach applies to all aspects of government service.

7. What specific background and experience affirmatively qualifies you to be a Governor of the Postal Service?

As a local election official for most of my career, I understand firsthand how critical it is to design systems that are responsive to the needs of all voters. I have worked to create change in local and state government by designing systems that put the needs of our customers - the voters - first. The recent 2020 election cycle demonstrates that delivering democracy through the voting process for every voter is essential, technical, vital, and must be nonpartisan. In a way, election administration is similar to the postal service and their mission of delivering for America. If I am fortunate to serve, I hope to bring a perspective to the board that prioritizes the needs of the American postal customer.

8. Please describe:

- a. Your leadership and management style.

Leadership and management are intricately linked. A leader's role is to inspire and motivate while a manager must plan, organize, and execute. As an executive/head of various organizations in government and the nonprofit sector, I have experience balancing both roles. My leadership style is collaborative, comprehensive, data-driven, thoughtful, inclusive, creative, and curious. I see problems and challenges as opportunities and I thrive on looking to the future and creating ideas to improve systems.

- b. Your experience managing personnel.

During my entire professional career, I have managed personnel in government and the nonprofit sector. I am experienced in building teams and scaling operations: Our election operation grew from 25 full-time staff to thousands of temporary staff .

c. What is the largest number of people that have worked under your supervision?

During the largest election that I managed, we had 2600 staff allocated across hundreds of locations and across multiple operations within our jurisdiction.

9. What would you consider your greatest success as a leader?

My greatest success as a leader was transitioning and rebuilding the Denver Elections office after a disastrous election cycle in 2006. Top leadership was fired and only some of the existing employees remained. I was one of the employees that was promoted into a management position and then deputy and was responsible for hiring new and diverse staff, restructuring the organization, building new systems and technology, re-configuring the training processes, and completely re-imagining our service model. Within two short years, we ran the 2008 election with a new system, team, office and operational space, technology, and a new voting process. From there, and once I became Director in 2011, we continued to grow the organization and solidify process improvements and pro-voter policy enhancements and became one of the best election offices in the country. I was also fortunate to work with my colleagues including local election officials, stakeholders, and legislators to design the Colorado voting model in 2013.

10. What would you consider your greatest failure as a leader? What lessons did you take away from that experience?

As a leader, I have failed many times and every time I have tried to grow and learn lessons from the experience or situation. In terms of my greatest failure, there was a time when I did not use my voice effectively in calling out improper behavior that I experienced in the workplace with superiors. In my role managing staff, I established clear guidelines for acceptable workplace behavior and worked to ensure that every person on staff is treated with respect.

11. Please give examples of times in your career when you disagreed with your superiors and aggressively advocated your position. Were you ever successful?

As an appointed official serving as Director of Elections for the elected Clerk in Denver, I made clear from the beginning that I was not a 'yes' person but would rather provide thoughtful, data driven advice. Similarly, in my work as a nonprofit CEO, I always try to offer my strategic advice based on the best possible research, information, and comprehensive data available. I believe the best decisions come from thorough, thoughtful, and collaborative conversations. This approach often changed minds and led to better outcomes.

12. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.

I believe a diversity of perspectives is crucial to creating responsive operations to better serve citizens. During my time in Denver as an election official, we created an Elections Advisory Council that included elected officials, election officials, stakeholders from both major political parties, business community leaders, advocacy and voting rights leaders, technology experts, disability rights advocates, and others. This council was crucial in enhancing transparency, accountability, and creating a continuous improvement approach to solving challenging election policy and process issues. The Advisory Council was also crucial in building trust across multiple sectors within our community. I am proud that the Denver Advisory Council still exists today and has been used as a model for other election jurisdictions and states across the United States.

As another example, early in my career while serving in the 14th Judicial Circuit in Illinois, I built an advisory council that crossed multiple jurisdictions and multiple sectors to create better processes for the court system to deal with family violence cases. This included law enforcement officials, court system personnel, prosecutors, county personnel, advocacy groups, stakeholders all in an effort to improve the court's process for addressing very significant issues relating to family violence.

13. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country or your organization.

Throughout my career, I have been unaffiliated with either major political party. I have worked to find the best solutions that are in the interest of the public regardless of which party or political organization supported them.

14. Please describe how you build credibility and trust among staff as a leader.

Leaders must demonstrate collaboration with team members in building strategic plans and create opportunities for staff to build the strategy so that they are invested in successful outcomes. I also believe that active listening and demonstrating commitment through follow-up is critical to building trust.

15. Please describe your experience negotiating the needs and interests of diverse stakeholders and producing acceptable outcomes for the parties involved.

As I described in Question 12, creating and continuing the Elections Advisory Council in Denver provided a collaborative space for diverse perspectives to share ideas, challenge our assumptions and plans, and raise concerns about the election process. It enabled me to build trust among all stakeholders and truly engage in addressing their concerns.

Additionally, in my role running a nonpartisan nonprofit focused on improving elections, we are working across the political space and engaging legislators and stakeholders on election reform. Often I have found that conflict on election policy issues is really about a lack of understanding of the process or the result of disinformation or even a lack of transparency within the process. After explaining the election process and ways to improve it in a nonpartisan way, while also listening to the actual concerns that legislators or other stakeholders, we often find common ground that produces positive results for voters.

16. Please describe your experience managing in times of crisis. How have you worked to resolve crises while maintaining transparency and open communication with stakeholders?

Election administration depends upon effective crisis management and troubleshooting problems before they arise. Although the election process was designated as critical infrastructure in December 2016, I took steps prior to that election to ensure that the City of Denver's elections systems were secure. I partnered with the technology services team within the City and County of Denver and in collaboration with the Colorado Secretary of State's office to identify ways that we could build resiliency into our processes and technical platforms to protect our system. That proactive recognition ensured that Denver Elections was ready, adaptable, and resilient when facing cyber security threats.

17. During your career, has your conduct as a government employee ever been subject to an investigation or audit by the Office of Special Counsel, Department of Justice, agency Equal Opportunity office or investigator, agency Inspector General, or any other similar federal, state, or local investigative entity? If so, please describe the nature of the allegations/conduct and the outcome(s) of the investigation(s) or audit(s).

No

18. Please list and describe examples of when you have raised sensitive or unpopular issues with colleagues or superiors that you felt were not receiving appropriate attention. What were the results?

Serving as an executive leader and as an appointed official, responsible for an agency within local government under an elected official, I regularly had to bring forward management or personnel issues, advocate for staff or issues that I believed were in the best interest of the voting public but may not be popular among political leaders. A good example of this is when Colorado passed semi-open primaries on the ballot. Both political parties had not advanced legislation to expand options for unaffiliated voters so the issue went to the ballot. Voters passed it in an overwhelming way. Then the state legislature (a bill sponsored by a Republican and Democrat) passed a bill that would restrict what the voters

had passed. It was my view that the legislation would unfairly restrict unaffiliated voters and I was one of the only experts testifying against the bill. Although I was unsuccessful in changing the outcome, I did what was in my power to educate voters on the limits imposed and continue to advocate for primary election reform that provides inclusive options for all voters.

19. Do you have past experience serving on management boards or entities that serve a similar function? Please describe that experience.

Election administration has a similar mission and vision as the postal service in that it must deliver a service for all voters regardless of where they live or their individual circumstances. It is also a public service similar to the postal service. And it is also a large and technical operation that must provide service within limited time constraints and under federal, state, and local laws and regulations.

I have also served on various nonprofit boards that have focused on election reforms and improvements, research, education, and public policy.

20. Do you have leadership experience in a financially struggling organization? If so, what actions did you take to address the situation?

When I entered executive leadership with Denver Elections, the office had experienced chronic underfunding at the local and state levels. Election administration has been underfunded at all levels of government for decades. Finding creative ways to advocate for additional resources, using data-driven metrics to articulate the need, while also utilizing process improvement strategies to conserve taxpayer dollars was a necessity. Further, I advocated for policy improvements that would bring cost efficiencies to the process so that we could better serve voters at a reduced cost. Since the 2013 policy changes we made, Colorado has saved on average 40% in administrative costs statewide.

21. Do you have experience leading, managing, or facilitating organizational change either in the private or public sector? If so, what lessons would you apply in your role as a Governor, if confirmed?

During my 13 years as a local election official and as I described above, I was responsible for leading organizational change, financial management change and improvements, and policy changes while also managing crises and emerging issues such as cybersecurity within the election process. I believe that comprehensive and collaborative reforms, proactive policy changes, and meaningful process improvement are the best ways to balance the need for better service while also building resiliency, transparency, and trust into the process.

III. Role of a Governor of the United States Postal Service

22. Please describe your view of the core mission of the Board of Governors (Board) of the United States Postal Service. In what ways is it distinct from the role of corporate and nonprofit boards?

I believe the core mission of the Board of Governors is similar to the boards of private entities in that the Board is responsible for setting the long-term vision and involved with critical decisions but not day-to-day management. However, the Postal Board of Governors is different in that they represent the interests of the American people rather than any individual stakeholder.

23. What do you believe are the functions and responsibilities of an individual Governor? What in your training and experience demonstrates your qualifications to fulfill these functions and responsibilities?

My role as a Governor is to work collaboratively with all Governors and management to set the long-term vision for the postal service, evaluate performance of USPS in achieving its goals, and be accountable to Congress and the public in providing effective service to the American people.

24. If confirmed, what specific contributions do you hope to make during your time on the Board?

During my time in executive leadership in Denver as the Director of Elections, I continuously sought multiple perspectives from subordinates and prioritized diversity among our team to include a variety of skill sets, life experiences, and backgrounds. If I am confirmed, I hope to take a similar approach to my work on the Board by ensuring that we have meaningful, strategic, and diverse consideration of ideas, concerns, challenges, and approaches to solve major challenges. I'd like to foster a collaborative environment where alternative viewpoints were appreciated, examined, and considered, all in an effort to come up with the best possible solutions to the challenges facing the USPS.

25. What do you see as the main challenges facing the Postal Service? What do you believe should be the Board's top priorities in meeting those challenges?

The main challenges facing the Postal Service at this moment is to balance the priority of performing its essential public service mission and vision, meet the universal service obligation in a reliable and cost-effective manner and provide excellent and accountable customer service, while creating long-term financial stability, investing in the future workforce and maintaining the current incredible and dedicated workforce, and also enhancing and leveraging new and emerging technologies to support postal operations. I believe the Postal Service has never faced more significant challenges or have more opportunities to address these challenges.

26. What do you believe should be the respective roles and functions of the Board and the Postal Service management? How do you believe the Board and management can best work together to meet the challenges facing the Postal Service?

The Board of Governors functions in a similar way to a private company or nonprofit board of directors. The Board of Governors is responsible for setting the long-term vision and mission for the USPS and engaging in critical decision making, including hiring executive management to implement the day-to-day operations of the organization. This is an important distinction and it is why collaboration and communication between the board and USPS management is so vital.

27. If confirmed, how would you approach the Board's responsibility to evaluate the performance of Postal Service management?

Evaluating the performance of any organization is critical to the success of the organization and essential in fulfilling the mission and strategic objectives. In my view, data-driven decision making is vital to evaluating performance and making adjustments to strategic plans and objectives as necessary.

28. If confirmed, how will you work to promote public transparency and oversight of the Postal Service's operations and financial performance, as well as its management actions and overall integrity?

Based on my experience running an election operation in which transparency is paramount, I believe that public accountability is absolutely essential. Clearly communicating in a proactive way about the need for change and how the public and stakeholders are impacted is critical to success. I will prioritize public transparency with the USPS and look for creative ways to improve it.

29. The Governors are chosen to represent the public interest generally. As a Governor, how will you plan to interact with various stakeholders interested in postal issues and how can you effectively represent their interests?

Every level of government and institutions within it have an obligation to proactively engage with stakeholders and the success of our institutions depend on that engagement. I also believe that diverse perspectives are critical to assessing the performance of any organization.

30. The Postal Service is "an independent establishment of the executive branch." Please describe your understanding of the statutory requirements related to the independence of the Postal Service. If confirmed, how will you ensure the Postal Service maintains its independence?

Just as election administration is a public service that must be independent from partisan politics and operate to serve all voters in a fair, accessible way, the USPS is designed to be similarly independent to deliver service to every community in America in an affordable and reliable way. That independence is a strength and an opportunity. I also believe that while the Postal Service is independent, it also must collaborate with Congress and the executive branch to solve the challenges before us.

31. Current law provides that the Board of Governors shall include nine Governors, no more than five of whom may be adherents of the same political party. Please describe your views on the role of bipartisanship in making decisions concerning the Postal Service.

Throughout my career I have been politically independent. I have worked with Republicans, Democrats, minor parties, and other stakeholders to effectuate change. I believe that our greatest problems can be solved by collaboratively identifying solutions that balance financial stability, sustainability, service to the American people in a universal way, and future workforce. Delivering better service for the American people is not political but rather a necessity.

32. If confirmed, how would you ensure the independence of the Board from senior management at the Postal Service?

The Board of Governors has an important role in setting the long-term vision and mission and also holding the USPS accountable in executing the strategic objectives in the plan. It is distinctly different from the role of USPS management in day-to-day operations.

IV. Policy Questions

Postal Reform and Financial Issues

33. The Postal Reorganization Act of 1970 (39 U.S.C. §101) provides that “The United States Postal Service shall be operated as a basic and fundamental service provided to the people by the Government of the United States, authorized by the Constitution, created by Act of Congress, and supported by the people. The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities. The costs of establishing and maintaining the Postal Service shall not be apportioned to impair the overall value of such service to the people.”

- a. How do you interpret this mandate of public service?

The USPS provides an essential service to the public as authorized by the Constitution. It is part of our critical infrastructure and the American people expect and rely on a viable and strong postal service. We need to further strengthen the long-term viability so that the USPS can meet it's Universal Service Obligation to serve every community in the country.

- b. In considering reforms to the Postal Service due to its financial condition, how would you ensure that any changes do not impair the overall value of this service to the people or otherwise prevent the Postal Service from fulfilling its statutory mandates?

Throughout my career as an election official, I have proven that you can simultaneously deliver better service, achieve cost-savings through process improvement and policy reforms, improve security, increase transparency, and ensure accountability. Similarly, it is important to balance solutions that achieve results for the American people and ensure the vitality of the USPS for the future.

34. What are your views on the Postal Service's universal service obligation?

Time and time again, the USPS has proven that it is a critical and essential service for the American people. The pandemic further proved the importance of a strong postal service and the dedication and commitment of the postal workforce, 645,000 strong, in delivering medications, checks, packages, and election mail to more than 161 million doors six days a week. It is vital that every community receives reliable and efficient service.

35. The Postal Reorganization Act of 1970 created the Postal Service as a self-sustaining independent entity, succeeding the taxpayer-funded Post Office Department. The Postal Service has experienced net financial losses in recent years, such as a net loss of \$9.8 billion in Fiscal Year 2020. In your view, how should the Board approach the Postal Service's strategy to improve its financial condition, while also meeting its universal service obligation and other statutory requirements?

The Board must carefully evaluate the 10 Year Plan to ensure that it strikes a balance of growth while meeting the universal service obligation for all communities across the nation. The Board should continually evaluate our strategic goals and objectives to ensure that the USPS mission is being fulfilled.

36. What actions should Congress take to ensure the long-term sustainability of the Postal Service?

Congress should work with the USPS Board of Governors and USPS management to design and pass comprehensive postal reform legislation that positions the USPS for future growth while maintaining service to every community in our nation.

37. How do you view current service standards and delivery frequency with respect to the obligation for service to every American?

I am concerned about the impact of reducing delivery standards and look forward to further reviewing the data USPS has on this topic, particularly customer service data. Further, I believe maintaining 6 day delivery is critical to meeting the universal service obligation.

38. Rural post offices and postal services often play an outsized role in a local community's economy. When considering policy and operational changes, should the Postal Service take into account rural-specific factors? If so, which ones?

Rural specific needs and considerations are vital in ensuring the USPS meets its universal service obligation. I grew up in rural Illinois and I know firsthand how important the postal service is for commerce, citizen connection to government and services, and community connectivity. The unique needs of rural communities are critically important, especially when noting that private companies do not always service rural customers and that USPS is a lifeline for many communities.

39. The Postal Service has struggled to make capital investments essential to its operations. What steps do you believe the Board should take to prioritize key capital investments and allocate the resources necessary to make them?

At this point I do not have enough information to provide an informed view about capital investments. If I am confirmed, I look forward to engaging with USPS to learn more about their current capital investment strategy.

40. What are your views of the Postal Service's ten-year strategic plan, released on March 23, 2021, with respect to:

- a. Its treatment of service standards and the Postal Service's network;
- b. Its plans to raise revenue and grow new lines of business; and
- c. Its legislative and administrative recommendations.

I commend the USPS for creating and sharing the 10 year plan. I like that the PMG and the Board of Governors has prioritized preserving 6 day delivery, growing and adjusting the package business to meet demand, and that the USPS has committed to investing in the retail network. I am concerned about lower delivery standards especially as it relates to essential and critical mail that Americans rely on, price increases and the impact on all communities and small businesses, and the consolidation of networks and the impact on communities and service across the nation.

If I am confirmed, I certainly look forward to reviewing the analysis that USPS management and the Board of Governors used to create the plan, assess

stakeholder feedback, consider short-term and long-term operational impacts, and how strategic objectives within the plan will be measured.

41. What is your vision of what the Postal Service should look like 10 years from now?

My vision for the Postal Service in 10 years is that it continues to be a trusted service provider for the American people with a thriving and inclusive workforce that is dedicated to providing reliable and affordable service with a sustainable operation that utilizes modern delivery technology including an efficient fleet.

42. Do you believe the Postal Service should continue to operate on a self-sustaining business model?

By law, the USPS is required to be self-sustaining.

Postal Rates and Products

43. The Postal Service must balance the need to raise revenues with the need to ensure fair and affordable rates. It faces constraints on market-dominant rates, competition from private carriers in competitive product lines, and prohibitions on entering new lines of business unrelated to its mail delivery function. What do you believe the Board's role should be in balancing these constraints and challenges, and if confirmed, how would you prepare to fulfill this role?

Rate increases are necessary to keep up with the costs of business, but the USPS must ensure that rate increases are balanced and do not drive business out of the mail system. If I am confirmed, I look forward to reviewing pricing data closely and engaging with the Postal Regulatory Commission.

44. How would you work with Postal Service management and the Postal Regulatory Commission (PRC) to ensure that any rate changes are sensitive to the needs of Postal Service customers and stakeholders?

If I am confirmed, I am committed to engaging with the Postal Regulatory Commission and various stakeholders about pricing.

45. The PRC recently promulgated a rule giving the Postal Service authorities to raise prices above inflation on market-dominant products. In considering price increases, how should the Postal Service balance the need for additional revenue with the possibility that higher rates could further reduce mail volumes?

If I am confirmed, I look forward to engaging with the PRC and USPS staff to better understand the data and assumptions behind any proposed price increases.

46. Postal Service volumes and revenues associated with its market-dominant products continue to decline, while the volume of competitive products including packages has grown significantly in recent years. What actions should the Postal Service take to make the mail more appealing and valuable to customers and attract additional mail volume, both in its traditional lines of business and in potential growth areas?

If I am confirmed, I look forward to reviewing customer surveys and ideas from other postal stakeholders on ways to grow the mailing business. Generally, I would like to see the USPS integrate more digital tools into mail products if they provide value to customers and look for other opportunities to leverage the strengths of the USPS and the service they can provide.

47. The COVID-19 pandemic has highlighted USPS's vital role in the global supply chain, especially in regard to the delivery of pharmaceuticals and medical supplies within the United States. What can the Board do to protect and enhance USPS's delivery of these essential services?

Just as the USPS prioritized election mail this past election season, I would like to work with management to develop ways to ensure that essential prescriptions and medical supplies can be prioritized. I look forward to reviewing this issue with USPS staff if I am confirmed.

48. In the past, the Postal Service has requested greater flexibility to offer non-postal products. Under what circumstances should the Postal Service be permitted to offer non-postal products, and what non-postal products do you believe the Postal Service should consider offering in order to improve customer service and provide revenue? Do you believe any new non-postal products should be required to cover their costs?

If I am confirmed, I will be open to exploring ideas that are within the law to grow the USPS. This is an issue that I look forward to studying closely and reviewing USPS customer service data.

Service and Facilities

49. How can the Board ensure the Postal Service focuses on strong service performance, so that mail delivery is both protected and improved for all constituencies, including rural communities?

Every community deserves reliable and affordable mail service no matter where you live. I grew up in rural Illinois and I know first hand how important the postal service is for businesses, accessing government services, and connecting communities to each other. The postal service must provide operational plans that are agile and can accommodate changing dynamics in rural and urban areas. Process improvement strategies combined with technology enhancements can protect and improve service and access.

50. When considering changes that could significantly affect the level of service available to customers, how should the Board measure and consider the consequences of such proposals, including their impacts on quality of service, service to rural communities, customer usage of the Postal Service, and mail volume?

- a. What steps should the Postal Service take to ensure it does not make changes to service that harm any subset of postal customers, or are not consistent with the Postal Service's universal service obligation?

In meeting the obligation of universal service, it is critically important to seek input from stakeholders and the public on the front end when considering the provisions outlined in the 10 year plan. At the same time, the USPS must also maintain an agile and adjustable business operation that considers data-driven metrics and opportunities for continuous improvement in order to serve the needs of all postal customers.

51. The Postal Service is required to deliver mail to every address in the country, creating the need for retail postal locations in communities including low-density counties and towns.

- a. How would you balance the Postal Service's universal service obligation and the need for every community, including rural areas, to have reasonable access to postal services when looking at ways to improve the Postal Service's financial condition?

Every community deserves reliable and affordable mail service. It is critical for the postal service to continue to provide excellent service to rural communities and I was happy to see that the USPS is committed to the preservation of 6 day mail delivery.

- b. How would you approach decisions to adjust postal retail and mail processing networks, including decisions to consolidate facilities?

Any operational considerations on network changes need to be strategic, thoughtful, and considerate of the needs of different communities while balancing operational effectiveness of the USPS. In considering changes, the USPS must protect delivery of medication and essential health care deliveries, official election mail and ballots, and documents required to meet government deadlines such as tax deadlines.

The Postal Workforce

52. Please describe the kind of labor-management relationship you believe is most desirable at the Postal Service.

Meaningful labor relations are very important in any enterprise and they depend upon good faith engagement and mutual respect between management and labor. Creating a healthy and productive workplace culture leads to happy and productive workers which are the key to high quality service and operational efficiency.

53. By law, Postal Service employees can collectively bargain over compensation, benefits, and other conditions of employment. In your view, what role does collective bargaining play in productive workplaces, and in the Postal Service, in particular?

A highly unionized workforce makes collective bargaining essential to achieving a productive workplace. At its best, collective bargaining is a problem-solving process aimed at reconciling the interests of workers and their managers. Good labor relations are key to maximizing USPS productivity and quality service.

54. The Board's long-term strategic and financial plans for the Postal Service can help shape its decisions about workforce needs and the composition of the postal workforce. What do you view as the Postal Service's future workforce needs, in order to fulfill its universal service obligation, serve all Americans, and provide fair wages and benefits?

The Postal Service must be agile and adapt to the changing needs of the country - the rise of e-commerce and the decline of first class mail poses major operational challenges and requires a common vision for organizational transformation among postal management and its workforce. As USPS adjusts the current infrastructure to meet changing operational needs, it is equally important to adjust to demographic and generational changes within the postal workforce. Ensuring a welcoming and inclusive workforce and building a culture of fairness, and equal opportunity is essential to attract the next generation of postal employees.

55. The Postal Service is having difficulty recruiting younger workers and ensuring retention. How should the Board approach these problems, in conjunction with management, to improve recruiting of younger workers and provide for sustainable careers?

Turnover rates among younger postal workers is a challenge, particularly among USPS non-career employees where turnover rates range from 40% to 60% in the first six months of employment. The strategic plan rightly identifies this as a significant problem and one that the Board must work with management to identify solutions. I believe this is a multidimensional problem across many levels of government and the future of work within the USPS is a critical consideration for the Board of Governors in evaluating USPS effectiveness. It is also important to evaluate personnel plans and opportunities (career and non-career, especially given the large seasonal workforce the postal service relies on). The Board and management must think creatively about the future workforce, including what considerations are important to younger employees, career trajectory, opportunities for growth, and also more opportunities for collaboration among other government agencies (federal, state, and local) that rely on seasonal workforces.

V. Accountability

56. Protecting whistleblower confidentiality is of the utmost importance to this Committee.

- a. Please describe any previous experience with handling whistleblower complaints. What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?

During my time working in local government, I was responsible for adhering to ethical standards and ensuring all staff within my office were trained on provisions for whistleblower complaints. In addition to the City and County of Denver's legal provisions for whistleblower complaints, I also ensured my staff had access to me to share concerns in a safe way. Confidentiality and respecting individuals as they share complaints or concerns is absolutely vital in creating a trusting relationship with the workforce.

- b. If confirmed, what steps will you take to ensure that whistleblower complaints are handled appropriately at the Postal Service?

If I am confirmed as a Governor, I will prioritize accountability and transparency and commit to review the current whistleblower process and any future changes with an eye towards ensuring a fair process for all involved.

- c. If confirmed, what steps will you take to ensure that Postal Service whistleblowers do not face retaliation, that whistleblower identifiers are protected, and that complaints of retaliation are handled appropriately?

If I am confirmed as a Governor, I will prioritize accountability and transparency and ensure that whistleblower complaints are handled appropriately by following legal processes and procedures and ensuring confidentiality.

57. If confirmed, do you pledge to thoughtfully consider recommendations made by the Postal Service Office of Inspector General, the Office of Government Ethics, the Office of Special Counsel, or the Government Accountability Office, and implement those that would improve the Postal Service's functions, operations, or accountability?

Yes.

58. The Board's meetings are open to the public unless the Board votes to close all or part of a meeting in line with exemptions permitted by the Government in the Sunshine Act. If confirmed, how would you ensure that the public has appropriate access to information regarding what occurred during closed meetings?

The USPS should be open and transparent with the public and I am committed to ensuring that as much of our work is public as possible. If I am confirmed, I will confer with agency ethics officials and other staff as necessary to ensure public accountability and access.

VI. Relations with Congress and the Public

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

Yes

60. 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 confirmed?

Yes.

61. 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 confirmed?

Yes.

62. If confirmed, how will you make certain that you will respond in a timely manner to Member requests for information?

I recognize the importance of Congressional oversight, and I will work to ensure that Congress receives the materials they request.

63. If confirmed, will you direct the Postal Service to adopt a presumption of openness where practical, including identifying documents that can and should be proactively released to the public, without requiring a Freedom of Information Act request?

Yes.

64. If confirmed, will you keep this Committee apprised of new information if it materially impacts the accuracy of information your agency's officials have provided us?

Yes.

VII. Assistance

65. Are these answers your own? **Yes.** Have you consulted with Postal Service management, employees, or any other interested parties? **No.** If so, please indicate which entities.

I, Amber McReynolds, 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.

Amber McReynolds
(Signature)

This 12 day of April, 2021

**Post-Hearing Questions for the Record
Submitted to Amber F. McReynolds**

**Nominations of Kiran A. Ahuja to be Director, Office of Personnel Management, and
Anton A. Hajjar, Amber F. McReynolds, and Ronald Stroman to be Governors,
U.S. Postal Service
Thursday, April 22, 2021**

Senator Tom Carper

1. USPS opportunities to combat climate change

Perhaps the greatest challenge we face on our planet is climate change. The greatest source of emissions, as far as greenhouse gases, is from our mobile sources. Almost every month we have announcements from major automakers in the United States and around the world, regarding their intentions to move away from internal combustion vehicles and into alternative fueled vehicles.

I understand that the Postal Service has engaged with a company, Oshkosh, of Oshkosh Wisconsin, to purchase up to 165,000 new vehicles, with vehicle rollout between 2023 and 2033. I understand that at this time, the Postal Service plans for an initial order of 75,000 vehicles, 10 percent of which will be electric. I also understand that there is flexibility in the contract to allow the Postal Service to retrofit internal combustion engine vehicles to battery electric vehicles over time.

I believe the Postal Service has a prime opportunity to take the lead in combatting climate change, and that's by moving away from combustion engine vehicles and the emissions they produce by investing in an electric fleet.

Can you please share your thoughts on this matter? What actions does the Postal Service need to take to ensure that addressing climate change, especially with the postal fleet, is a priority?

The next generation postal delivery vehicle is one of the most important business decisions facing the USPS and it is essential that we get this decision right. Most of the postal vehicles currently on the road are 25-30 years old. As the USPS looks at investing in new vehicles, we must look at that horizon to envision what our future needs will be. Given the size of the postal fleet, making investments in electric vehicles can not only improve emissions but it makes good business sense since electric vehicles are cheaper to maintain and will lead to reduced fuel costs long-term. If I am fortunate enough to be confirmed, I will prioritize working to ensure that the USPS makes the best possible decisions for the future.

2. Responsiveness to Congress

In the last several months my office, and the Delaware Congressional Delegation, has submitted requests for information and staff briefings with USPS to discuss the Postal Service's proposed District Consolidation Plan and new procedures for responding to Congressional casework

inquiries. We are specifically interested in learning how the Postal Service's plan to consolidate from 67 to 50 districts will affect Delaware, which currently falls under the South Jersey District.

Further, we would like an update on the Postal Service's efforts to implement new procedures to improve its response time to Congressional casework inquiries. In early March USPS staff conveyed to Delaware Congressional Delegation staff that there would be new procedures to ensure timely responses to casework inquiries, including regular partnership calls with Congressional staff. Since that call, and after multiple requests for more information, USPS has not provided a response.

If confirmed, what actions will you take to ensure that the USPS is responsive to Congressional requests for information, including casework inquiries?

Congress is a key stakeholder in the USPS and all Congressional correspondence must be a priority. I will work with management to ensure that your office and others in Congress receive prompt and accurate information from the USPS.

3. Timeline for strategic plan

The ten-year strategic plan released by Postmaster General DeJoy on March 23, 2021 includes a number of reforms intended to return the Postal Service to financial solvency. Following the release of the plan, my staff requested a timeline from USPS to include key action items, milestones, and goals. While I certainly understand that many of these elements may not have a clear timeline and are subject to external factors – such as legislative reforms – a timeline outlining the action items, milestones and goals would be helpful in clarifying the expectations and outcomes expected under the plan for Congress, postal customers, and the general public.

1. Do you agree that a timeline would be helpful in better understanding the implementation of the strategic plan issued on March 23rd?

Yes.

2. If so, if confirmed, what actions will you take to ensure the USPS provides a timeline and clear information on the implementation of the proposed reforms?

I would request an implementation timeline for the Board and ensure that Congress receives the proposed timeline as well. The USPS must do a better job communicating with all stakeholders about the future challenges facing the USPS and proposed solutions.

4. Concerns regarding shipping live poultry

As you know, the USPS is the only service that can ship live small animals. In fact, the USPS has over one hundred years of experience shipping live animals, starting back in 1918 when it first started to allow the shipment of day-old chicks.

Delaware is one of the nation's top poultry producers. I have heard from constituents who have expressed concerns about the effects of USPS operational changes and other challenges, which have uniquely impacted farmers and producers in the First State and across the nation. Unfortunately, these delays have often resulted in the delivery of deceased chicks.

In order to mitigate this issue, two months ago, the USPS issued a temporary embargo nationwide on the delivery of live chicks. However, this this embargo has since been lifted, and I continue to hear from constituents who are receiving deceased animals well past the 48 to 72 hour service standard.

Throughout this pandemic, our country's farmers and producers have demonstrated significant resiliency in the midst of unprecedented crisis. As we move forward in our economic recovery, they need as much certainty and predictability as we can give them.

With this in mind, if confirmed, would you commit to reviewing this issue and ensuring that USPS is taking action needed to ensure it can meet the service standard for live animals and curtail this problem?

Yes.

Senator Kyrsten Sinema

1. The ability of a private citizen to participate in their governance is a bedrock principle of our nation. This includes the ability to petition, and provide input on government decisions that will impact their daily lives. As the USPS considers proposals that will influence its relationship with customers, it is critical that input is both proactively solicited and that comments are carefully considered.

If confirmed, what steps will you take to ensure the Postal Board of Governors has access to the public input it needs to evaluate proposals from Postal management and inform the Board's decisions?

Soliciting input from stakeholders on postal proposals is an important part of evaluating the strategic plans presented by postal management. Although the Postal Regulatory Commission (PRC) will be providing feedback on some elements of the 10 Year Plan, the Board must solicit feedback from the general public to ensure that we have a variety of perspectives. During open sessions of Board meetings, I hope that we will be able to hear from a diverse group of affected stakeholders. Open sessions should be clearly advertised so that members of the public can provide their input. Additionally, the Board should seek to hold Board meetings outside of Washington, DC to solicit feedback from a variety of communities. If confirmed, I look forward to encouraging Board meetings in different parts of the country. I would also solicit data from across the USPS to ensure that we are accurately taking the feedback of our customers into account as we consider changes. I also believe it is critical to create additional opportunities such as a specific working group on rural service to gather

feedback and ideas about how the postal service could better serve rural communities. Finally, it is important to work closely with Congress since they hear directly from their constituents about postal service issues.

Ranking Member Rob Portman

- I. When the Postal Service struggled to deliver nationwide last year, Ohio was hit harder than most. For example, during the week of Christmas only a quarter of First Class Mail in Northern Ohio was delivered on time. Thankfully, over the last month, service in Ohio has rebounded to near or just above the national average.

- a. What do you think the Postal Service could have done better to communicate the service challenge to mailers, shippers, and other postal customers?

The USPS should have engaged stakeholders earlier in the process to inform them about operational challenges and possible delays so that postal customers could have made adjustments. For instance, Congress held hearings about election issues in August of 2020. Like many election officials, I was concerned that many of the operational changes would negatively impact the delivery of election mail. I believe operational changes could have been communicated better with Secretaries of State, local election officials, and the American people and I am committed to ensuring that the USPS communicates more effectively about proposed changes with stakeholders if I am confirmed.

- b. If confirmed, how will you work to ensure that service is consistent and avoid the difficulties we saw last fall and winter?

Restoring service is the most important priority for the new Board members because all Americans must trust in the reliability of the USPS. I would like to receive regular updates from Management on service issues and ensure that they have measurable goals in place to restore service reliability. Additionally, I would like to work with Management to ensure that they have long-range plans in place to address known periods of high volume, such as the next holiday season or election season. I would like to ensure that Congress is engaged and that the Board is aware of issues that are raised in specific areas of the country so that they can be prioritized and addressed quickly. Finally, I would also like to consider enhancing and expanding creative ways to improve service through more effective accountability and communication such as utilization of informed delivery and tracking technology.

2. The Postal Service just released its 10-year plan, which proposes a range of changes to address longstanding challenges and meet future needs.

- a. Which specific aspects of the plan, if any, do you support?

I am pleased that the plan preserves six-day delivery to protect the strength of the USPS network in delivering to 161 million doors each day. The plan calls for investments in retail facilities which will help better serve USPS customers. Additionally, growing package business is an important revenue opportunity for the USPS. Further, I was also pleased to see the commitment to investments in technology, infrastructure, and the workforce. Finally, policy reform is a critical element to improving the financial stability of the postal service and I was happy to see a call for changes in collaboration with Congress outlined in the plan.

- b. Which specific aspects of the plan, if any, cause you concern?

I am concerned about increasing prices, while lowering delivery standards. Slowing down mail delivery could drive revenue out of the postal system and it is an issue that I plan to examine closely if I am confirmed. I would like to better understand the plans to optimize the USPS network and how we can ensure that network changes enhance service rather than lead to some of the delivery problems that the USPS experienced during past consolidation efforts.

3. Despite significant changes in relative mail and package volume over the last twenty years, mail continues to bring in more revenue to the Postal Service than packages. Given this, some mailers are concerned that the Postal Service is not adequately considering their needs in its future plans.

- a. What do you believe is the future for mail?

There is a vibrant future for mail that merges digital tools and integrates it into physical mail with Informed Delivery and other services. Digital offerings can supplement mail rather than supplanting it. At the same time, I know from personal experience that a handwritten note or birthday card means more than an email. Many customers – myself included – enjoy reading a physical newspaper or magazine. I also know from my professional experience that more Americans are requesting to vote by mail than ever before. Further, beyond mail ballots, the election process relies heavily on the postal service for all election mailings including voter registration confirmation letters, polling place assignment letters, ballot issue notices, change of address confirmations, and more.

If I am confirmed, I look forward to looking closely at data and customer surveys to find new ways to improve the customer experience for all.

- b. How should the Postal Service address the concerns of mailers?

Greater stakeholder engagement with the mailing industry is important to ensure that the USPS continues to have a business model that balances the needs of all users of the mail system. In my experience working with mailers and industry associations, they often have ideas that may improve operations or the process and I believe it is important to ensure their feedback is taken into consideration.

4. The Postal Service's Inspector General listed workplace relations and culture as one of the Postal Service's nine management challenges in its fall 2020 report to Congress.

- a. How do you think the Postal Service can improve its workplace culture?

Turnover rates among younger postal workers is a challenge, particularly among USPS non-career employees where turnover rates range from 40% to 60% in the first six months of employment. The 10 Year Plan rightly identifies this as a significant problem and one that the Board must work with management to identify solutions. I believe this is a multidimensional problem across many levels of government and the future of work within the USPS is a critical consideration for the Board of Governors in evaluating USPS effectiveness. It is also important to evaluate personnel plans and opportunities (career and non-career, especially given the large seasonal workforce the postal service relies on). The Board and management must think creatively about the future workforce, including what considerations are important to younger employees, career trajectory, opportunities for growth, and also more opportunities for collaboration among other government agencies (federal, state, and local) that rely on seasonal workforces. Employee feedback and stakeholder engagement is also essential for making improvements.

Senator Rand Paul

On selecting and evaluating candidates for Postmaster General:

In an article published on March 16, 2021, the Washington Post deemed it a "common misconception" that Postmaster General Louis DeJoy "was appointed by [former President Donald] Trump."¹

1. The U.S. Postal Service (USPS) Board of Governors (not the President) appoints the Postmaster General: true or false?

The Governors appoint the Postmaster General.

¹ <https://www.washingtonpost.com/business/2021/03/16/usps-dejoy-what-you-should-know/>

2. What professional experiences, leadership attributes, educational backgrounds, references, and demonstrated skills would you require of a candidate for Postmaster General, should a vacancy of that position occur during your term as a Governor of the USPS?

We have had Postmasters with varying degrees of experience since the USPS was reorganized in the 1970s. Should a vacancy occur during my service, I would engage with other board members to find a person with an appropriate background and experience needed to steer the USPS toward success in the future.

3. If you are confirmed by the Senate to serve on the USPS Board of Governors, is your goal to get rid of the current Postmaster General and appoint a replacement? Or is your goal to work with Postmaster General DeJoy to implement some or all aspects of his plan to put the USPS on a more stable footing?

As I stated during the hearing, I have made no commitments about the current Postmaster General, nor have I been asked for any. I look forward to working with the Board and postal management to ensure that the USPS can return to self-sufficiency while delivering the reliable service that every American depends upon.

On assessing the USPS' unfunded liabilities:

This Committee would benefit from regular updates on the financial condition of the USPS, including “decomposing” the agency’s long-term liabilities into their respective elements and developing a plan to improve the management of those liabilities.

1. Would you be supportive of efforts by the USPS Board of Governors to provide regular updates on the financial condition of the USPS to the Committee?

I am committed to ensuring that Congress receives timely and accurate information, including data about the finances of the USPS.

On overhead and labor costs:

The USPS’s “costs are heavily concentrated in wages and benefits for both current employees and retirees.”²

1. In your opinion, what is the role of the USPS Board of Governors in reviewing the percentage of operating expenses that are attributable to labor?

² <http://about.usps.com/who-we-are/financials/financial-conditions-results-reports/fy2018-q1.pdf>

The Board of Governors should review all operating expenses.

2. Would you be supportive of efforts by the USPS Board of Governors to review and conduct comparative analyses of the labor costs of the USPS relative to both its competitors as well as other public enterprises (such as transit systems, foreign posts, and quasi-government agencies such as the Tennessee Valley Authority)?

Yes. I believe in data-driven decision making and I would be interested in seeing what comparative analyses exist.

On organizational transparency:

1. Would you be supportive of efforts by the USPS Board of Governors to review how USPS accounts for and allocates its costs among its various lines of business? Specifically, would you support analyses designed to determine whether and to what degree USPS “monopoly” products may be cross-subsidizing its competitive (parcel delivery) products? Would you support making the results of these analyses available to members of Congress and the public?

An accurate and updated cost model is important to the USPS operations. I know the Postal Inspector General has looked extensively at this issue and it is something that I look forward to examining in detail if I am fortunate enough to be confirmed.

2. Where appropriate and if necessary, would you be willing to assist members of Congress in seeking additional information from the U.S. Postal Service on behalf of their constituents?

Yes

On pricing and revenue:

In its final Order (No. 5763³) following its 10-year review of USPS pricing as mandated by the Postal Accountability and Enhancement Act of 2006, the Postal Regulatory Commission

³ <https://www.prc.gov/docs/115/115227/Order%20No.%205763.pdf>

granted USPS the authority to implement a second postal rate increase in 2021 (in addition to the rate increase that took effect on January 24, 2021⁴).

1. Do you believe that two postal rate increases in such quick succession is in the best interests of the USPS?

I do not have enough data at this time to offer an informed opinion. If I am confirmed, I certainly would look at any price increases closely and would take into consideration the views of postal stakeholders as well as the Postal Regulatory Commission (PRC).

2. What do you believe is the most likely outcome of implementing two postal rate increases in such quick succession?

I do not have enough data to provide an informed answer to this question at this time. If I am confirmed to serve on the Board of Governors, I would closely assess any rate increases and their potential impact on stakeholders broadly.

Senator James Lankford

1. You mentioned one of your first moves, if confirmed, would be to restore the trust that has been diminished at the postal service.

How do you plan to achieve that goal?

Restoring service is key to rebuilding trust. Late bills, prescriptions and missed deliveries during the pandemic and the holiday season hurt the goodwill that the American people have toward the USPS. All Americans, regardless of where they live, should expect reliable and affordable mail service and the USPS has an obligation to deliver.

What is the first action that you will take?

As we work with management to return to more reliable service, it is important that we restore trust with better communication with the American people and postal stakeholders. In evaluating the 10 Year Plan, the Postal Board must do a better job engaging customers and helping them understand the challenges facing the USPS and the proposed solutions.

⁴ <https://about.usps.com/newsroom/national-releases/2020/1009-usps-announces-new-prices-for-2021.htm>

2. In your pre-hearing questionnaire you said you have “proven that you can simultaneously deliver better service, achieve cost-savings through process improvement and policy reforms, improve security, increase transparency, and ensure accountability.” Please provide an example.

During my time as a local election official, I helped design the successful Colorado voting model which streamlines processes for local election officials and mails a ballot to registered voter. According to a [2016 study](#) from Pew Charitable Trusts, the election reforms we adopted in Colorado led to a 40% cost savings to taxpayers, lowering operational and labor costs for local election officials. I am proud that Colorado’s model serves an example for other states of ways to deliver an essential service while decreasing costs and increasing voter turnout. Further, while I was leading Denver Elections, we also created a first-in-the nation ballot tracking tool that also produced cost savings while improving customer service. The tool utilizes the USPS intelligent mail barcode data along with the election office’s barcode data to provide the mail ballot status to voters via text and email. This increased accountability, enhanced security, improved customer service, and reduced calls into our office by over 70% which produced administrative cost savings.

3. How do you plan to improve service, achieve cost-savings, improve security, increase transparency, and ensure accountability at an organization that lost \$9.2 billion last year and has underwent a carefully crafted character exploitation that has harmed its reputation?

Throughout my career in government and the nonprofit section, I have focused on data-driven solutions that help achieve efficiencies in government. As mentioned in the previous question, I led reforms that helped streamline processes and save taxpayer funds. At the USPS, I look forward to working with staff to improve systems and processes to achieve cost savings. At the same time, I’d like to increase transparency with better communication to postal stakeholders about operational changes and plans for the future. If I am confirmed, I look forward to working with other governors to set clear, achievable standards for management and will hold them accountable to meet those standards.

4. How do you plan to raise USPS’s revenue? Do you support the Postal Service raising revenue through increasing rates?

The USPS is in a price sensitive industry where rate increases must be carefully balanced against driving volume out of the system. When considering any rate increase, it is important to consider the opinions of the Postal Regulatory Commission (PRC) and stakeholders who will be impacted. If I am confirmed, I look forward to closely examining the data to better understand the justification for any proposed rate increases.

5. The previous Administration created the Postal Task Force and released a list of recommendations. Which of those recommendations do you believe are worth pursuing? Are there any Task Force recommendations that you do not think are worth pursuing? If so, why?

I am generally aware of the Postal Task Force report, but at this time I do not have enough information to offer an informed view of their recommendations. If I am confirmed, I am committed to looking at a range of ideas for postal reform regardless of who proposed them so that we can make the best decisions for the future of the USPS.

6. By statute, the Postal Board of Governors may have no more than 5 members of same political party. You have stated that presently and throughout your entire career you have “been unaffiliated with either major political party.” Is that correct?

During my voting life and as an election official and in the nonprofit sector, I have not been affiliated with either party. Being unaffiliated allows me to work with all election stakeholders to ensure that they know that I am committed to fair and impartial outcomes without being associated with the label of a political party.

There is one exception in 2010 when it was the only way to participate a primary election. Unfortunately like many states, Colorado’s law disenfranchised unaffiliated voters (who make up over 40% of the state’s electorate and are the largest voting bloc) from participating in primary elections unless a voter declared party affiliation during the election process. So, in 2010, I decided that I did want to participate which required me to declare my affiliation for that primary and then change it back right after. This was a frustrating experience, but it was not unique to me. I heard from many constituents at the time who were also frustrated by this requirement. As a result of this experience, I worked to change the law and finally in 2016, Colorado voters passed Propositions 107 and 108 to enfranchise unaffiliated voters in primary elections. Now, voters are not required to declare/ change their affiliation for a primary in Colorado.

Senator Rick Scott

1. In your view, what are the main issues regarding the Postal Service?

The USPS is facing financial difficulty because of an unsustainable business model coupled with the decline in first class mail. The Postmaster General’s 10 Year Plan seeks to grow revenue and make operational changes that will reduce costs at the USPS. If I am confirmed, I look forward to evaluating his plan carefully and ensuring that all Americans have access to affordable and reliable mail service.

2. What steps would you take to make the Postal Service more economically viable?

The strength of the USPS is in it’s network that visits 161 million doors six days each week. The USPS needs to develop a business plan that can return the USPS to profitability while utilizing the competitive advantage of the network. I am pleased that the Postmaster General’s 10 Year Plan builds upon the strength of the network by preserving six day delivery and expanding package delivery. I also look forward

to carefully evaluating additional opportunities to grow revenue while providing better service for customers. Finally, I think it is important to think creatively about existing product lines (one example is election mail and the services provided to state and local officials) and look for opportunities to realize efficiencies and also create additional opportunity for revenue.

3. What is an example of a new business line that Postal Service could implement in order to generate additional revenue?

The USPS has several databases and datasets that could be useful to provide for local municipalities. For instance, the USPS has an extensive change-of-address database (NCOA), but it is not currently utilized effectively by government agencies at all levels to help update records when someone moves. Additionally, the USPS has one of the largest platforms for Geographic Information System (GIS) in the country. Many small cities and counties who do not have the resources to use this data could partner with the USPS to access it. Partnerships with state and local governments to improve government operations and service is an opportunity that should be explored further.

4. What reasonable actions are needed in order to address the unfunded liabilities and debt that the Postal Service has incurred?

Comprehensive postal reform is necessary to address many of the financial challenges facing the USPS. Indeed, legislative reform is one of the largest parts of the Postmaster General's 10 Year Plan. If I am confirmed, I look forward to working closely with Congress to ensure postal reform legislation positions the USPS for future growth.

5. What administrative actions do you feel are necessary for the Postal Service to take within the next few years?

With respect to administrative actions by the USPS, technology modernization is an important priority for the Postal Service to streamline processes and improve efficiencies.

Senator Josh Hawley

1. You have spent much of your career as an advocate for vote-by-mail policies. Do you plan to continue this advocacy as a USPS Governor?

Millions of Americans relied upon the USPS to deliver democracy in the last election. Vote by mail is an essential role for the USPS, and I will bring a perspective to the Board that prioritizes the needs of the American people just as I have done throughout my career in government and the nonprofit sector. By law, Governors

serve the American people generally and make the best decisions for the future of the USPS rather than representing any stakeholder or issue.

If confirmed, I am committed to working on behalf of the American people to ensure that the USPS continues to deliver affordable and reliable mail service. I also plan to continue my professional work to ensure that every voter has access to a fair, accessible, secure, transparent, equitable, and reliable process.

2. Many progressive advocates believed that Postmaster General Louis DeJoy was trying to attack our elections when he made a series of operational changes at USPS last summer. Do you believe that Postmaster DeJoy was attempting to meddle in the election, as some Democrats claimed at the time?

Like many election officials, I was concerned that many of the operational changes would negatively impact the delivery of election mail. I believe operational changes could have been communicated better with Secretaries of State, local election officials, and the American people and I am committed to ensuring that the USPS communicates more effectively about proposed changes with stakeholders if I am confirmed.

3. What is your assessment of the 10-Year Plan released by USPS in March? What are its strengths and weaknesses, if any?

I am pleased that the plan preserves six-day delivery to protect the strength of the USPS network in delivering to 161 million doors each day. The plan calls for investments in retail facilities which will help better serve USPS customers. Additionally, growing package business is an important revenue opportunity for the USPS. Further, I was also pleased to see the commitment to investments in technology, infrastructure, and the workforce. Policy reform is a critical element to improving the financial stability of the postal service and I was happy to see a call for changes in collaboration with Congress outlined in the plan.

At the same time, I am concerned about increasing prices, while lowering delivery standards. Slowing down mail delivery could drive revenue out of the postal system and it is an issue that I plan to examine closely if I am confirmed. I would like to better understand the plans to optimize the USPS network and how we can ensure that network changes enhance service rather than lead to some of the delivery problems that the USPS experienced during past consolidation efforts.

4. Coming from a state with many rural communities, I believe that protecting rural delivery and rural post offices is absolutely essential. If confirmed, will you commit to protecting access to USPS and delivery services for rural Americans?

Rural specific needs and considerations are vital in ensuring the USPS meets its universal service obligation, which is required by law. I grew up in rural Illinois where my parents still live and I know firsthand how important the postal service is for commerce, citizen connection to government and services, and community connectivity. The unique needs of rural communities are critically important, and if I am confirmed, this will be a priority for me.

Opening Statement of Ron Stroman
Committee on Homeland Security and Governmental Affairs
April 22, 2021

Thank you Chairman Peters, Ranking Member Portman, members of the Committee. I am honored to appear before you today as a nominee for the United States Postal Service Board of Governors.

The President nominates Postal Service Governors to represent the public generally, not any special interests. This nation-wide mandate drives the Postal Service's unrivaled delivery network, binding our country together, and linking our economy to rural, inner-city, and small business communities, who depend so heavily on the Postal Service.

In times of crisis, the Postal Service's role as an essential part of America's critical infrastructure, serves as a life-line for all Americans. As our nation has experienced during the current global pandemic, the Postal Service is especially critical for our seniors, and veterans, and people with disabilities, delivering life-saving medicine, financial payments, and household necessities.

In fulfilling this responsibility, America's Postal workers have risked their lives every day of the pandemic. Their commitment is a testament to the resilient spirit of the American people. The country owes them a debt of gratitude. And, if confirmed, I will make their safety and well-being one of my highest priorities.

I have dedicated my 41-year professional career to public service. My commitment to public service is the reason I attended Rutgers University Law Center in Newark N.J.; a law school with a proud tradition of diversifying the legal profession, with a focus on public service. It is the reason I chose to work in the executive and legislative branches of the federal government. And it is the reason I accepted the position as the 20th Deputy Postmaster General of the United States. Serving on the Board of Governors would be the capstone of a career I have devoted to improving the lives of the American people.

I am also committed to the Postal Service for personal and historic reasons. My dad, a WWII veteran, ran the shipping department of a small manufacturing company in New Rochelle, NY where I grew up. He was responsible for shipping the metal clamps made by the factory. As a high school student, I had the opportunity to work with him after school, and on the weekends.

The company relied on the Postal Service to ship many of those clamps. My dad taught me how to weigh, and put the right amount of postage on each shipment. Without the Postal Service, this small, family-owned business might not have existed.

In case of my family, and the other families working at that small business, the Postal Service indirectly created jobs, and a middle-class life. For African Americans, the Postal Service helped to build the country's Black middle class. It provided jobs when the doors of opportunity were too often slammed shut.

During my time as the Deputy Postmaster General, I saw first-hand how the nation relies on the Postal Service. I remember traveling to North Dakota to meet with small business owners. We spent hours listening, as these entrepreneurs explained their dependence on prompt, and reliable delivery. I have seen individual business owners in small towns, carrying packages into local Post Offices. If confirmed, I would bring these insights, and other experiences to the Board.

As Deputy Postmaster General, I worked in concert with management, and our Governors, on some of the most complex issues facing the Postal Service. I have participated in organizational change initiatives, including improvements to the customer experience. I have led our team in key votes at the Universal Postal Union. I also have significant background working on postal reform legislation. If confirmed my goal is to work in a bipartisan manner to return the Postal Service to operational excellence, future growth, and long-term financial stability.

In closing, let me quote from the 1968 "Report of the President's Commission on Postal Organization" better known as the Kappel Commission, which laid the foundation for today's Postal Service: "Full management responsibility and authority would be vested in a Board of Directors charged with providing the nation with a superb mail system, offering universal service at reasonable rates, paying fair wages to postal employees and giving full consideration to the public welfare."

If confirmed, I promise to do my best to live up that ideal as a Governor of the United States Postal Service.

Thank you for the opportunity to appear before you today. I look forward to your questions.

**HSGAC BIOGRAPHICAL QUESTIONS FOR
EXECUTIVE NOMINEES**

REDACTED

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
<u>Name of Position</u>	<u>Date of Nomination</u>
Governor, United States Postal Service	March 15, 2021

<i>Current Legal Name</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
Ronald	Arthur	Stroman	

<i>Addresses</i>					
<u>Residential Address</u> (do not include street address)			<u>Office Address</u> (include street address)		
1360 Kalmia Rd. NW					
<u>City</u> Washington	<u>State:</u> DC	<u>Zip:</u> 20012	<u>City:</u>	<u>State:</u>	<u>Zip:</u>

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

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1952	New Rochelle, NY

<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

<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 ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	Middle Name	Last Name	Suffix
Jarrett	Brandon	Stroman	
Jordan	Alexander	Stroman	

2. Education

List all post-secondary schools attended.

Name of School	Type of School (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	Date Began School (month/year) (check box if estimate)	Date Ended School (month/year) (check box if estimate) (check "present" box if still in school)	Degree	Date Awarded
Rutgers University Law School-Newark	Law School	09/1974Est ☐	Est Present 05/1977 ☐	JD	06/1977
Manhattan College	College	09/1970Est ☐	05/1974Est Present ☐	BA	06/1974
		Est ☐	Est Present ☐		
		Est ☐	Est Present ☐		

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.

Type of Employment (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)	Name of Your Employer/Assigned Duty Station	Most Recent Position Title/Rank	Location (City and State only)	Date Employment Began (month/year) (check box if estimate)	Date Employment Ended (month/year) (check box if estimate) (check "present" box if still employed)
Consultant	The Democracy Fund	Senior Fellow	Washington, DC	July, 2020	October 2020
Expert witness	Perkins Cole Law Firm	Expert Witness	Washington, DC	July, 2020	September 2020
Federal employment	United States Postal Service	Deputy Postmaster General	Washington, DC	April, 2011	June, 2020
Federal employment	United States House of Representatives	Staff Director, Committee on Oversight and Reform	Washington, DC	February, 2009	April, 2011
Federal employment	United States Government Accountability Office	Managin g. Director	Washington, DC	June, 2001	January, 2009
Federal employment	United States Department of Transportation	Director, Office of Civil Rights	Washington, DC	June, 1997	January, 2001
Federal employment	United States Department of Transportation	Acting Director, Office of Small & Disadvantaged Business Utilization	Washington, DC	March, 2000	January, 2001
Federal employment	United States House of Representatives	Deputy Minority Staff Director/Procurement Counsel, Committee on	Washington, DC	January, 1995	June, 1997

		Government Reform			
Federal employment	United States House of Representatives	Staff Director/Chief Counsel, Subcommittee on Human Resources and Intergovernmental Relations	Washington, DC	January 1993	December, 1994
Federal employment	United States House of Representatives	Deputy General Counsel and General Counsel, Committee on Government Operations	Washington, DC	January, 1989	December, 1992
Federal employment	United States House of Representatives	Assistant Counsel, Subcommittee on Criminal Justice, Committee on the Judiciary	Washington, DC	June 1984	December 1988
Federal employment	United States Department of Housing and Urban Development	Attorney Advisor, Office of the General Counsel	Washington, DC	July, 1978	June, 1984
State government	New Jersey Division on Civil Rights	Legal Intern	Patterson, NJ	June, 1977	August, 1977
Federal employment	United States Department of Defense	Legal intern, Army Defense Appellate Division, JAGC	Arlington, VA	June, 1976	August, 1976
Federal employment	United States Department of Defense	Legal intern, Army	Arlington, VA	June, 1975	August, 1975

		Defense Appellate Division, JAGC			

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

Name of Government Entity	Name of Position	Date Service Began (month/year) (check box if estimate)	Date Service Ended (month/year) (check box if estimate) (check "present" box if still serving)
		Est ☐	Est Present ☐ ☐
		Est ☐	Est Present ☐ ☐
		Est ☐	Est Present ☐ ☐

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.

None

(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.

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.

Doctor of Laws, Morris Brown College (Honorary)

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).

Name of Organization	Dates of Your Membership (You may approximate.)	Position(s) Held

7. Political Activity**(A) Have you ever been a candidate for or been elected or appointed to a political office? No**

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)

(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

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service

(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.

[illegible]

8. Publications and Speeches

(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.

Title	Publisher	Date(s) of Publication
Uncovering Congress' Intent in the Federal Acquisition Streamlining Act on Commercial Product Acquisition	The Procurement Lawyer	Spring, 1997

(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.

Title/Topic	Place/Audience	Date(s) of Speech

(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.

Title	Place/Audience	Date(s) of Speech

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.)
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official? Yes
- 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: 1983

a. Is this an estimate (Yes/No): yes

B) Description of the specific nature of the offense: Disorderly Conduct

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: No
- 2) Firearms or explosives: No
- 3) Alcohol or drugs: No

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

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: No

1) Name of the law enforcement agency that arrested/cited/summoned you: DC Metropolitan Police

2) Location of the law enforcement agency (city, county, state, zip code, country): Washington, DC

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: 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: Case was dropped

G) Were you sentenced as a result of this offense: Yes / No: 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. No

Date Claim/Suit Was Filed or Legislative Proceedings Began	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding

(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. No

Date Claim/Suit Was Filed	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding

(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. No

<u>Name of Agency/Association/ Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>

(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?

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

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

☐ 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.

Name of Organization	Address of Organization	Type of Organization (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	Position Held	Position Held From (month/year)	Position Held To (month/year)

15. Agreements or Arrangements

☐ 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.

Status and Terms of Any Agreement or Arrangement	Parties	Date (month/year)

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

250

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.

Ronald A. Struman

This 25 day of March 2021

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

REDACTED

March 19, 2021

The Honorable Gary C. Peters
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Under the Ethics in Government Act of 1978, Presidential nominees requiring Senate confirmation who are not expected to serve in their Government positions for more than 60 days in a calendar year are not required to file public financial disclosure reports. The Act, as amended, however, contains a provision in section 101(b) that allows the committee with jurisdiction to request any financial information it deems appropriate from the nominee.

We understand that your committee desires to receive a financial disclosure report (OGE Form 278) from any Presidential nominee for a position on the Board of Governors of the United States Postal Service, along with a written opinion from this Office regarding any possible conflicts of interest.

Therefore, I am forwarding a copy of the financial disclosure report of Ronald Stroman, who has been nominated by President Biden for the position of a Governor on the Board of Governors, United States Postal Service. Because the nominee is not expected to serve more than 60 days in any calendar year, the enclosed report and this letter are submitted to you in accordance with your committee's confirmation procedures and will be available for public inspection only to the extent provided by your practices. There is no authority under the Act for public release of this material by the executive branch.

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.

The Honorable Gary C. Peters
Page 2

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

Sincerely,

DAVID APOL

Digitally signed by DAVID
APOL
Date: 2021.03.19 14:25:45
+04'00'

David J. Apol
General Counsel

Enclosures **REDACTED**

March 16, 2021

Natalie A. Bonanno
Designated Agency Ethics Official
Associate General Counsel
and Chief Ethics & Compliance Officer
U.S. Postal Service
475 L'Enfant Plaza, SW
Washington, DC 20260-1100

Dear Ms. Bonnano:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Member of the Board of Governors of the United States Postal Service. It is my responsibility to understand and comply with commitments outlined in this agreement.

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 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 particular 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 an officer, director, trustee, general partner, or employee; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

In the event that an actual or potential conflict of interest arises during my appointment, I will consult with an agency ethics official and take the measures necessary to resolve the conflict, such as recusal from the particular matter or divestiture of an asset.

I will receive a live ethics briefing before my first meeting of the board in order to complete the initial ethics briefing required under the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

I will not modify this ethics agreement without your approval and the approval of the U.S. Office of Government Ethics pursuant to the ethics agreement requirements contained in the financial disclosure regulation at 5 C.F.R. § 2634.803(a)(4).

SECTION 2 – NONFEDERAL ACTIVITIES

I am the sole owner of Ron Stroman LLC, a pass-through entity established to receive compensation for consulting services. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Ron Stroman LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). In addition, pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know a client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I previously provided consulting services to the following entities:

- The Democracy Fund
- Perkins Coie

I previously ended my position with PT Fund, Inc. (Biden-Harris Presidential Transition Team). For a period of one year after the end of my service with each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). In addition, for the duration of my appointment to the position of Member, I will not communicate directly with the U.S. Postal Service on behalf of these entities or any client.

I am a co-trustee of my family trust and an executor of a family member's estate. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the trust or estate, 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).

SECTION 3 – APPLICATION OF 18 U.S.C. § 203 AND 18 U.S.C. § 205

I have been advised that I will likely serve on the board for no more than 60 days in any period of 365 consecutive days. Accordingly, I understand that I may not, under the criminal laws at 18 U.S.C. §§ 203(c)(1) and 205(c)(1), provide any representational services or act as agent or attorney for another in any particular matter involving specific parties in which I have participated personally and substantially as a government official. I also understand that I may not receive a share of any payment made for such representational services performed by another. I understand that additional requirements of 18 U.S.C. §§ 203(c)(2) and 205(c)(2) will apply to me if I serve for more than 60 days in any period of 365 consecutive days. In that event,

I will comply with all applicable requirements, and I will consult your office if I have any questions about those requirements.

SECTION 4 – INVESTMENTS

I have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in its competitors, i.e., companies that deliver mailable matter outside the U.S. mails (e.g., Amazon, Federal Express, United Parcel Service, DHL, etc.). I agree that during my service as a member of the Board of Governors, I will not invest in any company that directly competes with the U.S. Postal Service (e.g., Amazon, Federal Express, United Parcel Service, DHL, etc.).

I also have been advised that it is the Postal Service's position that an appearance of impropriety may be created by my holding any financial interests in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.). I agree that during my service as a member of the Board of Governors, I will not invest in a publicly-traded entity engaged primarily in the business of leasing real property to the Postal Service (e.g., Postal Realty Trust Inc., etc.).

Sincerely,

A handwritten signature in dark ink, reading "Ronald A. Stroman". The signature is fluid and cursive, with the first name "Ronald" and last name "Stroman" clearly legible.

Ronald Stroman

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Ronald Stroman to be
Governor of the United States Postal Service**

I. Nomination Process and Conflicts of Interest

1. Did the President give you specific reasons why he nominated you to serve as a Governor of the United States Postal Service?

No.

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 Governor? If so, what are they, and to whom were the commitments made?

No.

4. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest? If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.

No.

5. Please provide the name of any individual, law firm, consulting firm, lobbying firm, public relations firm, or other entity you have formally retained or contracted with regarding this nomination, including any amounts paid in fees or otherwise.

None.

II. Background of the Nominee

6. Why are you interested in serving as a Governor of the United States Postal Service?

I have the background, experience and commitment to the Postal Service to provide sound strategic direction for this historic institution. My entire 41-year career has been devoted to public service. A capstone to my work in public service would be to serve as Governor of the United States Postal Service, the most trusted agency in the federal government and one of the most important institution in America.

7. What specific background and experience affirmatively qualifies you to be a Governor of the Postal Service?

I served as the Deputy Postmaster General, and as a member of the Board of Governors for nine years. In addition, I have over 41 years of public service, including executive level leadership positions in the executive and legislative branches of the federal government.

8. Please describe:

- a. Your leadership and management style.

I would describe my leadership style as transformational. I seek out various perspectives, and encourage independent thinking and different opinions in developing solutions. I try to define clear goals for my teams, providing them with regular performance feedback, while holding each team member accountable for results.

- b. Your experience managing personnel.

My experience managing personnel includes my role as Deputy Postmaster General; Staff Director of the House Committee on Oversight and Reform; Managing Director, Government Accountability Office; Director of the Departmental Office on Civil Rights and Director of the Office of Small and Disadvantaged Business Utilization at the United States Department of Transportation.

- c. What is the largest number of people that have worked under your supervision?

1,750

9. What would you consider your greatest success as a leader?

At several points during my career, I was asked to lead newly created offices. I consider my greatest leadership success to be developing those teams into cohesive and innovative units, with a shared vision of success, that worked hard, and met or exceed our goals.

10. What would you consider your greatest failure as a leader? What lessons did you take away from that experience?

Early in my career, I relied too heavily on other people's recommendations in making personnel decisions. I learned to trust my own judgement in hiring decisions.

11. Please give examples of times in your career when you disagreed with your superiors and aggressively advocated your position. Were you ever successful?

Throughout my career, I have on occasion disagreed with my superiors, and advocated aggressively for my position. For example, some supervisors have been reluctant to speak with Members of Congress who were critical of their policy positions. I convinced my superiors that reaching out in a civil and constructive way to a variety of Members of Congress, regardless of whether they agreed with you, was in everyone's best interests. These discussions did not change everyone's position, but they did lead to respectful conversations, a better understanding of differences, and ideas about how those difference might be bridged.

12. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.

As a part of my management and leadership style, I regularly sought out dissenting views and encouraged constructive critical dialogue. For example, as Deputy Postmaster General I held weekly meeting with my managers who directly reported to me. In those meetings I would encourage constructive and critical dialogue, which invariably led to better solutions.

13. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country or your organization.

In an effort to keep the United States in the Universal Postal Union (UPU), after then President Trump had given us a deadline for leaving it, I advocated that the Postal Service make concessions, in order to gain acceptance by countries in the UPU for the Trump Administration's pricing requirements. Those concessions were not in the Postal Service's short term interests. However, those concessions were in the best interests of the country, and helped to keep the United States in the UPU.

14. Please describe how you build credibility and trust among staff as a leader.

I have built credibility and trust among my staff by keeping an open-door policy, meeting with any staff member who had an issue to discuss. I met with my direct reports on a weekly basis. In those meetings I would encourage constructive and critical dialogue. I was truthful with the team, not hiding bad news.

15. Please describe your experience negotiating the needs and interests of diverse stakeholders and producing acceptable outcomes for the parties involved.

I worked to help negotiate a solution to the thorny issue of self-declared rates at the Universal Postal Union (UPU). The negotiations involved 191 countries with diverse interests. The negotiations lasted for a year, and involved working in coordination with the U.S. Department of State and the Administration. At an Extraordinary Congress of the UPU in Geneva, Switzerland, the United States' proposal on self-declared rates was agreed to unanimously.

16. Please describe your experience managing in times of crisis. How have you worked to resolve crises while maintaining transparency and open communication with stakeholders?

While serving as Deputy Postmaster General, the Postal Service along with several other federal agencies, was attacked with a major cyber security breach of our information technology infrastructure by a foreign state actor. In responding to that attack, I led the Postal Service's communications efforts with the Congress, and with the Department of Homeland Security. I immediately arranged for the Postal Service's authorizing committees to receive secure briefings detailing the attack, and our mitigation strategy. The briefings were held in secure facilities, and were confidential, because we did not want to alert the foreign state actor that we were aware of their presence for fear that they would exfiltrate sensitive information. Those immediate and subsequent briefings kept the Congress and the Administration fully informed about a matter of national security.

17. During your career, has your conduct as a government employee ever been subject to an investigation or audit by the Office of Special Counsel, Department of Justice, agency Equal Opportunity office or investigator, agency Inspector General, or any other similar federal, state, or local investigative entity? If so, please describe the nature of the allegations/conduct and the outcome(s) of the investigation(s) or audit(s).

No.

18. Please list and describe examples of when you have raised sensitive or unpopular issues with colleagues or superiors that you felt were not receiving appropriate attention. What were the results?

During my time as Deputy Postmaster General, I raised the need to address the lack of diversity in the Postal Service's senior management rank. The lack of diversity demotivated employees of color and women within the Postal Service, and limited the range of new and innovative ideas within the organization. Some of my colleagues raised concerns about potential legal challenges. While acknowledging those concerns, I was confident that we could address the

concerns with diversity, equity, and inclusion within legal boundaries. Coming out of these and other internal discussions, our Intern Program was expanded to place greater emphasis on outreach to a diverse pool of highly qualified candidates. In addition, the Postmaster General decided to establish a Diversity Council that would review our hiring, promotion and succession planning processes.

19. Do you have past experience serving on management boards or entities that serve a similar function? Please describe that experience.

As Deputy Postmaster General, I served on the Postmaster General's Executive Leadership Team (ELT). The ELT met weekly, and was comprised of the Postal Service's senior executives representing all key functions of the organization. Each ELT member was responsible for reporting management and policy issues under that executive's purview that would be important to the organization. We worked collaboratively, but we were also able to challenge the conclusions or assumptions of other ELT members and ensure accountability and transparency. These meetings kept the ELT members informed about the major activities occurring in the organization, increased collaboration, and led to more informed decision making.

20. Do you have leadership experience in a financially struggling organization? If so, what actions did you take to address the situation?

Comprehensive postal reform legislation, will have the largest financial impact in addressing the Postal Service's current financial crisis. As Deputy Postmaster General, a part of my role was to advance postal reform. In that regard, I worked closely with the Postmaster General, the Governors, the Executive Leadership Team, and a diverse group of stakeholders including the Congress, Postal Service unions and management associations, and the mailing industry in an effort to develop a consensus approach to legislation. In providing guidance on reform legislation, I had to balance reforms that were financially beneficial to the Postal Service with a sense of what was politically realistic. I communicated regularly with all stakeholders, and worked in a bipartisan manner with Members of Congress and Congressional staff. While a postal reform bill has yet to pass both chambers, I believe my previous efforts have helped lay the groundwork for postal reform to pass during the 117th Congress. I also participated in decisions by the Board of Governors and the Executive Leadership team to grow revenue and invest in new technology like Informed Delivery, which allows Postal Service mailing customers to combine hard copy mail with digital communications and for recipients to see their mail scheduled to arrive that day.

21. Do you have experience leading, managing, or facilitating organizational change either in the private or public sector? If so, what lessons would you apply in your role as a Governor, if confirmed?

Achieving high-quality customer service from Call Centers can be challenging, in part because of the stress staff is under from taking complaint calls from disgruntled and often angry customers over the entire course of their workday. When I arrived at the Postal Service, the Postal Service's outsourced Call Centers were not receiving good customer ratings. I was asked to lead an effort to establish five new postal employee-run Call Centers. Those Call Centers were set-up on time and within budget. Initially, the customer ratings were only marginally better than the outsourced Call Center. However, slowly, over time, those ratings improved. I learned that organizational change is difficult, and takes sustained effort over time. It is critical to ensure regular training, good performance metrics, a talented core of managers and real-time data to monitor performance, along with senior management support.

III. Role of a Governor of the United States Postal Service

22. Please describe your view of the core mission of the Board of Governors (Board) of the United States Postal Service. In what ways is it distinct from the role of corporate and nonprofit boards?

The Board of Governors is modeled after private sector boards. The authority of the Postal Service is exercised by the Board of Governors. The Board provides strategic direction and guidance to management, and then holds management accountable for the successful implementation of that strategy, and the overall management of the Postal Service. Unlike corporate and nonprofit boards, the Board of Governors is bipartisan, and the Governors are appointed by the President to represent the public interest generally.

23. What do you believe are the functions and responsibilities of an individual Governor? What in your training and experience demonstrates your qualifications to fulfill these functions and responsibilities?

As representatives of the public interest generally, the Governors should seek out input from the public, including a diverse set of stakeholders on important decisions. Individual Governors should participate in Board deliberations in a bipartisan manner, making decisions free from political interference, and in the best interests of the Postal Service's customers and the American people. Governors should communicate clearly the basis for Board decisions. Governors should fairly and objectively evaluate the performance of the Postmaster General, Deputy Postmaster General and the Inspector General. I believe that my 41 years of service and performance in senior leadership

positions in the executive branch, including nine years as Deputy Postmaster General, and as a Member of the Board of Governors, demonstrates my qualifications to be a Governor.

24. If confirmed, what specific contributions do you hope to make during your time on the Board?

If confirmed, I hope to bring to the Board my knowledge of the Postal Service's operations, policies, personnel, and a demonstrated ability to communicate and work with the diverse range of the Postal Service's stakeholders.

25. What do you see as the main challenges facing the Postal Service? What do you believe should be the Board's top priorities in meeting those challenges?

I believe helping postal employees through the pandemic, including getting employees vaccinated, should be the Board's immediate priority. After that, I view returning the Postal Service to performance excellence, increasing product and services innovation and revenue growth, and working to help create a financially sustainable organization as the main challenges and priorities for the Board.

26. What do you believe should be the respective roles and functions of the Board and the Postal Service management? How do you believe the Board and management can best work together to meet the challenges facing the Postal Service?

Governors are responsible for defining the strategic direction for the Postal Service. Management's role is to successfully implement that direction, and to manage the operations of the Postal Service. Governors are also responsible for holding management accountable for both the successful implementation of the Board's strategy, and the overall management of the Postal Service. The Governors are responsible for determining rates for the Postal Service's products and services subject to review by the Postal Regulatory Commission. For those decisions that are reserved for the Governors, management should provide recommendations for the Governors to consider. For Board decisions, the Governors and management should engage in a shared dialogue, and work towards the best solutions for the Postal Service and its customers.

27. If confirmed, how would you approach the Board's responsibility to evaluate the performance of Postal Service management?

One of the most important responsibilities of any Governor is to evaluate the performance of Postal Service management. As a Governor, I would approach the evaluation of senior management with an open mind, and make decisions based on an objective set of expectations. As I stated earlier, senior management's responsibility is to successfully implement the strategic direction of the Board and the overall management of the Postal Service. The Governors

should set quantifiable expectations for senior management to achieve, along with key performance indicators of success, and then hold senior management accountable for results. The Board should provide regular performance feedback to senior management. Throughout the year, I would expect the Governors to regularly discuss whether senior management was successfully achieving the expected results.

28. If confirmed, how will you work to promote public transparency and oversight of the Postal Service's operations and financial performance, as well as its management actions and overall integrity?

If confirmed, I will work to ensure that the Board and management brief the public on key policy decisions, and regularly post understandable operational and financial data on USPS's website.

29. The Governors are chosen to represent the public interest generally. As a Governor, how will you plan to interact with various stakeholders interested in postal issues and how can you effectively represent their interests?

I would make decisions that were customer-centric, based on what I believed was in the best interests of the Postal Service's customers and the American people. In making customer-centric decisions, I would affirmatively seek out views from a diverse range of customers and stakeholders, including the mailing industry, postal unions, and the Congress, and review a broad set of information and data. In seeking out various viewpoints, I would adhere to all ethics rules regarding stakeholder communication.

30. The Postal Service is "an independent establishment of the executive branch." Please describe your understanding of the statutory requirements related to the independence of the Postal Service. If confirmed, how will you ensure the Postal Service maintains its independence?

I believe that Congress established the Postal Service as "an independent establishment of the executive branch" to encourage the Postal Service to make decisions that were in the best interests of the American public, and free from political interference. Congress also believed that organizing the Postal Service as an "independent establishment" would spur innovation, improve operational efficiency, and generate enough revenue to break even without the need for Congressional appropriations. The President exercises control of the Postal Service by the appointment of Governors that must be confirmed by the Senate. In addition, many laws that are applicable to other federal agencies are also applicable to the Postal Service such as environmental laws. As a Governor, my decisions would be based on what I believed was in the best interests of the American public, and the Postal Service's customers.

31. Current law provides that the Board of Governors shall include nine Governors, no more than five of whom may be adherents of the same political party. Please describe your views on the role of bipartisanship in making decisions concerning the Postal Service.

I believe bipartisanship leads to better outcomes in making policy decisions. In my nine years as a member of the Board of Governors, bipartisanship has been a hallmark of Board discussions. If confirmed, I am committed to considering all viewpoints, and supporting the best ideas.

32. If confirmed, how would you ensure the independence of the Board from senior management at the Postal Service?

Good governance practice requires an independent Board of Governors. In order to ensure its independence, the Board should obtain independent external opinions for some of the management and operations of the Postal Service. For example, the Postal Service is required to have its financial statements audited by an independent auditor, whose findings are reported to the Board's Audit and Finance Committee. In addition, the Postal Service's Inspector General is an independent agency with the Postal Service, and reports to the Board of Governors. As a Governor, I would lean heavily on these independent opinions. In addition, I would request a legal opinion from an independent external law firm if I thought one was needed. I would also request that the Governors convene executive sessions, without any Postal management, for certain discussions.

IV. Policy Questions

Postal Reform and Financial Issues

33. The Postal Reorganization Act of 1970 (39 U.S.C. §101) provides that "The United States Postal Service shall be operated as a basic and fundamental service provided to the people by the Government of the United States, authorized by the Constitution, created by Act of Congress, and supported by the people. The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together through the personal, educational, literary, and business correspondence of the people. It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities. The costs of establishing and maintaining the Postal Service shall not be apportioned to impair the overall value of such service to the people."

- a. How do you interpret this mandate of public service?

I interpret this section of the Postal Reorganization Act as establishing the service mission of the Postal Service to provide the entire nation with an excellent mail system. The Act requires the Postal Service to deliver prompt, reliable, and efficient mail service to both rural and urban areas of the country.

- b. In considering reforms to the Postal Service due to its financial condition, how would you ensure that any changes do not impair the overall value of this service to the people or otherwise prevent the Postal Service from fulfilling its statutory mandates?

I believe the Postal Service's reforms should be customer-centric, focused on meeting the needs of the Postal Service's mailing customers and the American people.

34. What are your views on the Postal Service's universal service obligation?

The "universal service obligation" is one of the Postal Service's most important foundational principles. While the term is not clearly defined in statute, it generally stands for the proposition that the Postal Service is required to provide everyone in the United States with the ability to reasonably send and receive mail, and access the Postal Service's products and services at reasonable prices six days a week.

35. The Postal Reorganization Act of 1970 created the Postal Service as a self-sustaining independent entity, succeeding the taxpayer-funded Post Office Department. The Postal Service has experienced net financial losses in recent years, such as a net loss of \$9.8 billion in Fiscal Year 2020. In your view, how should the Board approach the Postal Service's strategy to improve its financial condition, while also meeting its universal service obligation and other statutory requirements?

Since the establishment of the Postal Service in 1970, the organization has wrestled with how best to reconcile the Postal Service's public service mandate, with the requirement to operate the Postal Service like a business, financed based on the products and services it sells, and without Congressional appropriations. This problem has been further compounded by the ongoing decline of First-Class Mail, the Postal Service's most profitable product. However, you cannot sell bad service. Declines in service can drive customers out of the mail. This is especially true today, when virtually all customers have alternatives to the mail. The Board should hold management accountable for providing Postal Service customers with excellent service. At the same time, the Postal Service needs to innovate, invest in its outdated infrastructure, and look for new revenue and growth opportunities. The Board also needs to ensure that the Congress and the Administration enact postal reform legislation that will allow the Postal Service to pay all of its expenses.

36. What actions should Congress take to ensure the long-term sustainability of the Postal Service?

Congress should enact postal reform legislation that positions the organization for financial stability and future growth. Financial stability and future growth will in turn help the Postal Service to provide great service to its customers.

37. How do you view current service standards and delivery frequency with respect to the obligation for service to every American?

I view the current service standards and delivery frequency requirement as a baseline for the quality of service the Postal Service should provide to Postal Service's customers and the American people.

38. Rural post offices and postal services often play an outsized role in a local community's economy. When considering policy and operational changes, should the Postal Service take into account rural-specific factors? If so, which ones?

When considering policy and operational changes, the Postal Service should take into account its universal service obligation to provide prompt, reliable and efficient service to all areas of the country, including to rural areas. Also, the legislative history of the Postal Reorganization Act makes clear that providing high quality postal delivery service to rural parts of the country is a primary policy goal for the Postal Service.

39. The Postal Service has struggled to make capital investments essential to its operations. What steps do you believe the Board should take to prioritize key capital investments and allocate the resources necessary to make them?

Capital investments are a competitive necessity for the Postal Service. The digital economy and ecommerce are changing the Postal Service's product mix, as packages become an increasing share of the Postal Service's volume and revenue. In order to accommodate this shift in customer demand, the Postal Service should increase its capital investments in new electric vehicles, package sorting equipment, new facilities and information technology.

40. What are your views of the Postal Service's ten-year strategic plan, released on March 23, 2021, with respect to:

- a. Its treatment of service standards and the Postal Service's network;
- b. Its plans to raise revenue and grow new lines of business; and
- c. Its legislative and administrative recommendations.

I cannot fully evaluate the Postal Service's ten-year strategic plan without reviewing the data and information used to develop the plan, and hearing the reasoning behind it. But based on the public information that I have seen, there are elements of the plan that I think are headed in the right direction, and there

are other provisions I have concerns with. I agree with preserving six-day delivery, placing less reliance on non-career employees, and significantly increasing capital investments. My biggest concerns are that the plan does nothing to improve the unacceptable level of the current service, would reduce the quality of service for many customers, and charge higher rates for that reduced, and currently unacceptable level of service. These initiatives have the potential to accelerate the digital diversion of volume and revenue out of the Postal Service. I am in general support of the legislative recommendations.

41. What is your vision of what the Postal Service should look like 10 years from now?

My vision for the Postal Service in 10 year, is one that is financially self-sustaining, and provides outstanding postal services to all parts of the country, in a prompt, reliable and efficient manner, at reasonable prices. That it remains an essential part of America's critical infrastructure, able to respond to our nation's delivery needs, particularly in times of crisis. I see the Postal Service remaining one the most trusted federal agency, and one of the most trusted brands in the country. The Postal Service will be an employer of choice, with a positive work environment, respecting and giving opportunities for advancement to its increasingly diverse workforce. In 10 years, the Postal Service will be delivering mostly packages, but still delivering a healthy supply of letters and commercial mail. The Postal Service will leverage an enhanced IT infrastructure, providing digital services like identity proofing, and using technology to link small business shippers all over the country to fulfil their shipping needs. The Postal Service will be a leader in the federal government's sustainability efforts, with mostly electric vehicles, and renewable energy sources powering much of the organization's energy needs.

42. Do you believe the Postal Service should continue to operate on a self-sustaining business model?

I believe that the business model of the Postal Service should be changed so that it can operate in a self-sustaining manner.

Postal Rates and Products

43. The Postal Service must balance the need to raise revenues with the need to ensure fair and affordable rates. It faces constraints on market-dominant rates, competition from private carriers in competitive product lines, and prohibitions on entering new lines of business unrelated to its mail delivery function. What do you believe the Board's role should be in balancing these constraints and challenges, and if confirmed, how would you prepare to fulfill this role?

The Board's role in balancing constraints and challenges in the market-dominant rate setting process should be to weigh the critically important role

that some categories of mail, like marketing mail, are, and will likely be to the Postal Service's financial health, and consider the role that rates play in preserving those categories of mail and balance those factors with the need to cover costs and raise revenue. In addition, the Postal Accountability and Enhancement Act of 2006 establishes objectives and factors for consideration in market-dominant rate setting. In deciding what rates to set, the Board's role should be to carefully weigh and balance those objectives and factors. For competitive products, the Board should ensure that those products cover their attributable costs, contribute to an appropriate share of institutional costs, and allow the Postal Service to raise revenue and compete successfully.

44. How would you work with Postal Service management and the Postal Regulatory Commission (PRC) to ensure that any rate changes are sensitive to the needs of Postal Service customers and stakeholders?

I would work with management to ensure that prior to decisions on rate changes, the Board considers the impact those changes would likely have on various customer segments. In addition, I would want management to promptly provide data requested by the PRC or promptly explain to the Governors why that information could not be produced.

45. The PRC recently promulgated a rule giving the Postal Service authorities to raise prices above inflation on market-dominant products. In considering price increases, how should the Postal Service balance the need for additional revenue with the possibility that higher rates could further reduce mail volumes?

In balancing the need for additional revenue with the possibility that higher rates could further reduce mail volumes, the Postal Service should take into account that some categories of market-dominant mail are very price sensitive, and are important revenue sources for the Postal Service. The Postal Service's short-and long-term financial stability depends on keeping as much of this mail in the Postal Service network for as long as possible. The Postal Service should also consider that the country is slowly emerging from a global pandemic, that may have temporarily impaired the financial stability of some of the Postal Service's business customers, and significant price increases could threaten their viability. The Postal Service should carefully balance these factors against the its processing and delivery costs, and its need to raise revenue.

46. Postal Service volumes and revenues associated with its market-dominant products continue to decline, while the volume of competitive products including packages has grown significantly in recent years. What actions should the Postal Service take to make the mail more appealing and valuable to customers and attract additional mail volume, both in its traditional lines of business and in potential growth areas?

The Postal Service should accelerate its work with the mailing industry to combine hard copy and digital products, including with Informed Delivery. Surveys have shown that customers like the combined digital and hard copy mail. Also, USPS should ensure prompt, reliable and efficient mail delivery.

47. The COVID-19 pandemic has highlighted USPS's vital role in the global supply chain, especially in regard to the delivery of pharmaceuticals and medical supplies within the United States. What can the Board do to protect and enhance USPS's delivery of these essential services?

The Postal Service's mission is to provide universal postal services to the nation, and to serve as an essential service as a part of America's critical infrastructure. This mission and its importance to rural communities, the disabled, veterans and to seniors, has been demonstrated during the pandemic, by delivering essential consumer goods by mail and packages. The Board can work with management to ensure prompt, reliable and efficient delivery of pharmaceuticals and medical supplies, and expand its marketing and delivery of products that meet the needs of these vital growing industries.

48. In the past, the Postal Service has requested greater flexibility to offer non-postal products. Under what circumstances should the Postal Service be permitted to offer non-postal products, and what non-postal products do you believe the Postal Service should consider offering in order to improve customer service and provide revenue? Do you believe any new non-postal products should be required to cover their costs?

If Congress decided to enact legislation that permitted the Postal Service to offer non-postal products, the Postal Service could leverage its unrivaled delivery network, its nation-wide network of Post Offices and its extensive information technology infrastructure. One area the Congress might consider is allowing the Postal Service to offer non-postal products and services to state and local governments. I believe that non-postal products should cover their costs.

Service and Facilities

49. How can the Board ensure the Postal Service focuses on strong service performance, so that mail delivery is both protected and improved for all constituencies, including rural communities?

The Board can require that management develop and implement a comprehensive plan for operational excellence at all levels of the organization. The plan would include committed executive level leadership, creating a positive work environment, clear lines of communication, non-siloed team work, the ability to employees to resolve problems at the local level, individual ownership for outstanding performance and an incentive structure that rewards performance excellence. In addition, the Board should regularly review operational and service performance data, including service performance to rural and urban communities.

50. When considering changes that could significantly affect the level of service available to customers, how should the Board measure and consider the consequences of such proposals, including their impacts on quality of service, service to rural communities, customer usage of the Postal Service, and mail volume?

When considering changes that could affect the level of service, particularly to rural communities, I believe the Board should begin with a clear understanding of the universal service obligation to deliver excellent mail service to all areas of the country in a prompt, reliable and efficient manner. The Board should discuss changes with its customers, and stakeholders and carefully consider their input. The Board should review a range of data and analysis on the impact to customers of service changes, and the impact of those changes to the Postal Service's volume and revenue.

- a. What steps should the Postal Service take to ensure it does not make changes to service that harm any subset of postal customers, or are not consistent with the Postal Service's universal service obligation?

The Postal Service should discuss proposed changes with a wide range of postal customers, consider their input, and review data and analysis that includes subsets of postal customers.

51. The Postal Service is required to deliver mail to every address in the country, creating the need for retail postal locations in communities including low-density counties and towns.

- a. How would you balance the Postal Service's universal service obligation and the need for every community, including rural areas, to have reasonable access to postal services when looking at ways to improve the Postal Service's financial condition?

While delivery to many rural communities is not profitable, the Postal Service is required to provide all areas of the country with reasonable access to postal service. I would look to provide those service in the most efficient way possible, while maintaining reasonable access to postal services.

- b. How would you approach decisions to adjust postal retail and mail processing networks, including decisions to consolidate facilities?

These decisions are best evaluated in the context of an overall plan to deliver excellent service, improve operational efficiency, and reduce unnecessary costs. The Postal Service has seen a decline in First Class Mail volume, and retail walk-in traffic, creating excess capacity at some locations. But those declines can vary greatly by region and community; as can the impact of any proposed changes. So, for specific facilities, I would want to know the basis for the proposed change e.g., the percentage of volume decline or walk in revenue decline by facility; whether the population in an affected area was declining or expected to grow; what alternatives were considered, how much money would be saved; and the expected service impact of the proposed change. In order to fully understanding the impact of a proposed change on service delivery, I would also want to hear the perspective of the affected community.

The Postal Workforce

52. Please describe the kind of labor-management relationship you believe is most desirable at the Postal Service.

A desirable labor-management relationship at the Postal Service would be one that is candid, and respectful, leading to a constructive work environment, which enables the positive resolution of differences, and creates a shared vision of success for the Postal Service.

53. By law, Postal Service employees can collectively bargain over compensation, benefits, and other conditions of employment. In your view, what role does collective bargaining play in productive workplaces, and in the Postal Service, in particular?

I believe that adherence to the agreed upon terms of a collective bargaining agreement by both labor and management are essential for a productive Postal Service workplace.

54. The Board's long-term strategic and financial plans for the Postal Service can help shape its decisions about workforce needs and the composition of the postal workforce. What do you view as the Postal Service's future workforce needs, in order to fulfill its universal service obligation, serve all Americans, and provide fair wages and benefits?

The future workforce needs of the Postal Service should be based on a plan to provide excellent mail delivery service that is prompt, reliable, and efficient at an affordable rate to all areas of the country and allows the Postal Service to operate as an independent establishment in the Executive branch.

55. The Postal Service is having difficulty recruiting younger workers and ensuring retention. How should the Board approach these problems, in conjunction with management, to improve recruiting of younger workers and provide for sustainable careers?

Management should investigate the causes of recruitment and retention problems, including getting feedback from new and former employees, and develop a plan that addresses those problems. The Board should review and approve that plan, and oversee its implementation.

V. Accountability

56. Protecting whistleblower confidentiality is of the utmost importance to this Committee.

- a. Please describe any previous experience with handling whistleblower complaints. What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?

None.

- b. If confirmed, what steps will you take to ensure that whistleblower complaints are handled appropriately at the Postal Service?

I would insist that management handle all whistleblower complaints according to applicable law and regulations.

- c. If confirmed, what steps will you take to ensure that Postal Service whistleblowers do not face retaliation, that whistleblower identifiers are protected, and that complaints of retaliation are handled appropriately?

I would require management to have a clear policy against retaliation of whistleblowers, and hold management accountable for enforcing at policy.

57. If confirmed, do you pledge to thoughtfully consider recommendations made by the Postal Service Office of Inspector General, the Office of Government Ethics, the Office of Special Counsel, or the Government Accountability Office, and implement those that would improve the Postal Service's functions, operations, or accountability?

Yes.

58. The Board's meetings are open to the public unless the Board votes to close all or part of a meeting in line with exemptions permitted by the Government in the Sunshine Act. If confirmed, how would you ensure that the public has appropriate access to information regarding what occurred during closed meetings?

I believe the Board has a responsibility to be transparent and accountable to the public about its deliberations and decisions. The Board should publicly communicate enough information about its processes and key decisions to provide a clear understanding of Board dynamics, while allowing for candid internal deliberations.

VI. Relations with Congress and the Public

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

Yes.

60. 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 confirmed?

Yes.

61. 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 confirmed?

Yes.

62. If confirmed, how will you make certain that you will respond in a timely manner to Member requests for information?

If confirmed, I will promptly review the any Member request for information.

63. If confirmed, will you direct the Postal Service to adopt a presumption of openness where practical, including identifying documents that can and should be proactively released to the public, without requiring a Freedom of Information Act request?

Yes.

64. If confirmed, will you keep this Committee apprised of new information if it materially impacts the accuracy of information your agency's officials have provided us?

Yes.

VII. Assistance

65. Are these answers your own? **Yes.** Have you consulted with Postal Service management, employees, or any other interested parties? **No.** If so, please indicate which entities.

I, Ronald Stroman, 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 12 day of April, 2021

**Post-Hearing Questions for the Record
Submitted to Ronald Stroman**

**Nominations of Kiran A. Ahuja to be Director, Office of Personnel Management, and
Anton A. Hajjar, Amber F. McReynolds, and Ronald Stroman to be Governors,
U.S. Postal Service
Thursday, April 22, 2021**

Senator Thomas R. Carper

1. USPS opportunities to combat climate change

Perhaps the greatest challenge we face on our planet is climate change. The greatest source of emissions, as far as greenhouse gases, is from our mobile sources. Almost every month we have announcements from major automakers in the United States and around the world, regarding their intentions to move away from internal combustion vehicles and into alternative fueled vehicles.

I understand that the Postal Service has engaged with a company, Oshkosh, of Oshkosh Wisconsin, to purchase up to 165,000 new vehicles, with vehicle rollout between 2023 and 2033. I understand that at this time, the Postal Service plans for an initial order of 75,000 vehicles, 10 percent of which will be electric. I also understand that there is flexibility in the contract to allow the Postal Service to retrofit internal combustion engine vehicles to battery electric vehicles over time.

I believe the Postal Service has a prime opportunity to take the lead in combatting climate change, and that's by moving away from combustion engine vehicles and the emissions they produce by investing in an electric fleet.

Can you please share your thoughts on this matter? What actions does the Postal Service need to take to ensure that addressing climate change, especially with the postal fleet, is a priority?

In my view, sustainability is a competitive advantage in the mailing industry, and should be an important part of the Postal Service's operating culture. Surveys have shown that customers increasingly want to do business with companies that have a good sustainability record. I believe this partly accounts for the decisions by the Postal Service's major competitors to announce shifts to electric vehicles. The direction of the vehicle industry is towards electric vehicles, and the Postal Service should be cautious about purchasing vehicles that are at risk of obsolescence within years of being purchased. I recognize that electric vehicles are more expensive to purchase, and have additional infrastructure costs, but they achieve savings on fuel and maintenance. If confirmed, I will urge my other Board members, and senior management, to figure out how best to pay for these upfront additional costs in order to maximize the number of electric vehicles purchased.

2. Responsiveness to Congress

In the last several months my office, and the Delaware Congressional Delegation, has submitted requests for information and staff briefings with USPS to discuss the Postal Service's proposed District Consolidation Plan and new procedures for responding to Congressional casework inquiries. We are specifically interested in learning how the Postal Service's plan to consolidate from 67 to 50 districts will affect Delaware, which currently falls under the South Jersey District.

Further, we would like an update on the Postal Service's efforts to implement new procedures to improve its response time to Congressional casework inquiries. In early March USPS staff conveyed to Delaware Congressional Delegation staff that there would be new procedures to ensure timely responses to casework inquiries, including regular partnership calls with Congressional staff. Since that call, and after multiple requests for more information, USPS has not provided a response.

If confirmed, what actions will you take to ensure that the USPS is responsive to Congressional requests for information, including casework inquiries?

I believe that Congress has a Constitutional role in overseeing the operations of the Postal Service. The Postal Service has a responsibility to comply with requests for information from the Congress. During my tenure as the Deputy Postmaster General, I requested that a system be created to allow congressional staff to input constituent concerns directly into the Postal Service's customer service system for review and response. I understand that system was recently completed. If confirmed as Governor, I will review how the Postal Service is implementing this new system, and work to ensure that senior management promptly reply to Congressional requests for information.

3. Timeline for strategic plan

The ten-year strategic plan released by Postmaster General DeJoy on March 23, 2021 includes a number of reforms intended to return the Postal Service to financial solvency. Following the release of the plan, my staff requested a timeline from USPS to include key action items, milestones, and goals. While I certainly understand that many of these elements may not have a clear timeline and are subject to external factors – such as legislative reforms – a timeline outlining the action items, milestones and goals would be helpful in clarifying the expectations and outcomes expected under the plan for Congress, postal customers, and the general public.

1. Do you agree that a timeline would be helpful in better understanding the implementation of the strategic plan issued on March 23rd?

I believe that the Postal Service owes the American public a high degree of transparency regarding its policies and practices. I agree that if a strategic plan is approved by the Board of Governors, it would be important for the public, the Postal Service's customers, Congress, and key stakeholders to understand the timing for implementing various components of the plan.

2. If so, if confirmed, what actions will you take to ensure the USPS provides a timeline and clear information on the implementation of the proposed reforms?

If I am confirmed as a Governor, I will work with the other Governors and senior management to provide a timeline for implementing any strategic plan adopted by the Board to the public, customers, Congress and key stakeholders.

4. Concerns regarding shipping live poultry

As you know, the USPS is the only service that can ship live small animals. In fact, the USPS has over one hundred years of experience shipping live animals, starting back in 1918 when it first started to allow the shipment of day-old chicks.

Delaware is one of the nation's top poultry producers. I have heard from constituents who have expressed concerns about the effects of USPS operational changes and other challenges, which have uniquely impacted farmers and producers in the First State and across the nation. Unfortunately, these delays have often resulted in the delivery of deceased chicks.

In order to mitigate this issue, two months ago, the USPS issued a temporary embargo nationwide on the delivery of live chicks. However, this this embargo has since been lifted, and I continue to hear from constituents who are receiving deceased animals well past the 48 to 72 hour service standard.

Throughout this pandemic, our country's farmers and producers have demonstrated significant resiliency in the midst of unprecedented crisis. As we move forward in our economic recovery, they need as much certainty and predictability as we can give them.

With this in mind, if confirmed, would you commit to reviewing this issue and ensuring that USPS is taking action needed to ensure it can meet the service standard for live animals and curtail this problem?

Yes.

Senator Kyrsten Sinema

1. The U.S. Postal Service is both a business and a federal entity responsible for fulfilling a service mandate. Each responsibility will, at times, motivate decisions that are in direct opposition to the other. What steps must the Board of Governors members take to ensure the Postal Service is properly balancing these sometimes competing responsibilities? Did the 10-year plan strike the right balance between these two interests?

As you point out, how best to reconcile the Postal Service's public service mandate, with the requirement to operate the Postal Service like a business, financed based on the products and services it sells, and without Congressional appropriations can be challenging. This problem is compounded by the ongoing decline of First-Class Mail, the Postal Service's most profitable product. However, you cannot sell bad service. Declines in service can drive customers out of the mail. This is especially true today, when virtually all customers have alternatives to the mail. The Board should hold management accountable for providing Postal Service customers with excellent service. At the same time, the Postal Service needs to innovate, invest in its outdated infrastructure, and look for new revenue and growth opportunities. The Board also needs to work with the Congress and the Administration to enact postal reform legislation that will put the Postal Service on the path to growth and financial stability. I am concerned that the 10-year plan does not address the unacceptable level of service being experienced by many Postal Service customers, and the lowering of service standards.

Ranking Member Rob Portman

1. When the Postal Service struggled to deliver nationwide last year, Ohio was hit harder than most. For example, during the week of Christmas only a quarter of First Class Mail in Northern Ohio was delivered on time. Thankfully, over the last month, service in Ohio has rebounded to near or just above the national average.

- a. What do you think the Postal Service could have done better to communicate the service challenge to mailers, shippers, and other postal customers?

The Postal Service could have provided the public with information regarding the processing facilities that were not processing mail and packages in a timely manner. This would have allowed industry postal customers to shift volume to processing plants that were better able to process mailings and packages.

- b. If confirmed, how will you work to ensure that service is consistent and avoid the difficulties we saw last fall and winter?

If confirmed, I will have senior management work with industry partners for peak season volume projections, and then develop and implement a plan to hire the necessary employees, and purchase the necessary equipment to process and delivery peak season volume timely.

2. The Postal Service just released its 10-year plan, which proposes a range of changes to address longstanding challenges and meet future needs.
 - a. Which specific aspects of the plan, if any, do you support?

Overall, the Postal Service's current financial condition is unsustainable, and I agree with the need for a long-term plan. It is impossible to evaluate much of the plan without knowing the data on which it is based, and what alternatives were considered. Based on my review of the publicly available information, I agree with maintaining six-day delivery, investing in the Postal Service's infrastructure, limiting the use of non-career employees and adopting the legislative proposals for Medicare integration and eliminating the Retiree Health Benefit prefunding requirement.

b. Which specific aspects of the plan, if any, cause you concern?

My two biggest concerns with the plan are its failure to address the unacceptable level of service in many areas of the country, and the lowering of service standards.

3. Despite significant changes in relative mail and package volume over the last twenty years, mail continues to bring in more revenue to the Postal Service than packages. Given this, some mailers are concerned that the Postal Service is not adequately considering their needs in its future plans.

a. What do you believe is the future for mail?

I believe mail volume is likely to continue declining for the foreseeable future. However, in order to pay for the Postal Service's largely fix-cost network, the Postal Service needs to retain as much of the mail as possible.

b. How should the Postal Service address the concerns of mailers?

The Postal Service needs to work with the mailing industry to collaborate on innovative ways to retain mail volume, such as improving the combination of digital and hard copy mail.

4. The Postal Service's Inspector General listed workplace relations and culture as one of the Postal Service's nine management challenges in its Fall 2020 report to Congress.

a. How do you think the Postal Service can improve its workplace culture?

In my experience, one of the main causes for the challenging workplace culture at the Postal Service is poor communication by managers. I believe managers should be promoted based on their proven ability to work productively and communicate clearly with the employees they supervise. In addition, all managers should be required to take annual employee supervision training and undergo periodic 360- degree feedback reviews.

Senator Rand Paul*On selecting and evaluating candidates for Postmaster General:*

In an article published on March 16, 2021, the Washington Post deemed it a “common misconception” that Postmaster General Louis DeJoy “was appointed by [former President Donald] Trump.”¹

1. The U.S. Postal Service (USPS) Board of Governors (not the President) appoints the Postmaster General: true or false?

The Governors select the Postmaster General.

2. What professional experiences, leadership attributes, educational backgrounds, references, and demonstrated skills would you require of a candidate for Postmaster General, should a vacancy of that position occur during your term as a Governor of the USPS?

If I was confirmed as a Governor, and a vacancy occurred during my term, I would look for a Postmaster General who could digest a broad range of information, and possessed an ability to understand long-range dynamics within the mailing industry. With that long-range view in mind, I would look for a person who could quickly adapt to changing circumstances within the mailing industry, and the evolving needs of the Postal Service’s customers. I would look for a candidate who possessed a growth mindset, and was willing to take chances by trying innovative approaches to appeal to postal customers. I would want someone who had the proven ability to produce results, and meet or exceed performance targets. An ideal candidate would also be an effective communicator with employees, customers and key stakeholders.

3. If you are confirmed by the Senate to serve on the USPS Board of Governors, is your goal to get rid of the current Postmaster General and appoint a replacement? Or is your goal to work with Postmaster General DeJoy to implement some or all aspects of his plan to put the USPS on a more stable footing?

If I am confirmed as a Governor, my goal would be to work with the current Postmaster General on the strategic direction for the Postal Service. I would want the Postmaster General to implement that strategic direction approved by the Board with a clear understanding of the expectations and performance metrics he needed to achieve.

On assessing the USPS’ unfunded liabilities:

This Committee would benefit from regular updates on the financial condition of the USPS, including “decomposing” the agency’s long-term liabilities into their respective elements and developing a plan to improve the management of those liabilities.

¹ <https://www.washingtonpost.com/business/2021/03/16/usps-dejoy-what-you-should-know/>

1. Would you be supportive of efforts by the USPS Board of Governors to provide regular updates on the financial condition of the USPS to the Committee?

Yes.

On overhead and labor costs:

The USPS's "costs are heavily concentrated in wages and benefits for both current employees and retirees."²

1. In your opinion, what is the role of the USPS Board of Governors in reviewing the percentage of operating expenses that are attributable to labor?

The Postal Service is a very labor-intensive organization, delivering mail and packages to an expanding number of homes and businesses in the United States six days a week. Therefore, the Postal Service's percentage of operating expenses will always be predominately attributable to labor. The role of the USPS Board of Governors in reviewing labor costs is to oversee the Postmaster General's labor negotiation's strategies, and to oversee the approval of union labor contracts. In addition, the Board should oversee the Postmaster General's efficient management of labor costs, particularly the use of overtime.

2. Would you be supportive of efforts by the USPS Board of Governors to review and conduct comparative analyses of the labor costs of the USPS relative to both its competitors as well as other public enterprises (such as transit systems, foreign posts, and quasi-government agencies such as the Tennessee Valley Authority)?

Yes.

On organizational transparency:

1. Would you be supportive of efforts by the USPS Board of Governors to review how USPS accounts for and allocates its costs among its various lines of business? Specifically, would you support analyses designed to determine whether and to what degree USPS "monopoly" products may be cross-subsidizing its competitive (parcel delivery) products? Would you support making the results of these analyses available to members of Congress and the public?

The Postal Service's regulator, the Postal Regulatory Commission, has the responsibility to determine whether USPS market dominant products are cross-subsidizing its competitive products. Stakeholders can petition the PRC to adjust its methods for determining whether the USPS's market dominant rates are cross-subsidizing its competitive products. I would support a PRC review of this issue, including making those results available to members of Congress and the public.

² <http://about.usps.com/who-we-are/financials/financial-conditions-results-reports/fy2018-q1.pdf>

2. Where appropriate and if necessary, would you be willing to assist members of Congress in seeking additional information from the U.S. Postal Service on behalf of their constituents?

Yes.

On pricing and revenue:

In its final Order (No. 5763³) following its 10-year review of USPS pricing as mandated by the Postal Accountability and Enhancement Act of 2006, the Postal Regulatory Commission granted USPS the authority to implement a second postal rate increase in 2021 (in addition to the rate increase that took effect on January 24, 2021⁴).

1. Do you believe that two postal rate increases in such quick succession is in the best interests of the USPS?

I think the USPS needs to cover its costs for processing and delivering mail and packages, and provide some contribution to the agency. The Postal Regulatory Commission's decision in Order No. 5763 was designed to achieve this goal. However, I believe that USPS should be cautious in how it implements this additional rate authority, in order to avoid accelerating digital substitution of mail.

2. What do you believe is the most likely outcome of implementing two postal rate increases in such quick succession?

See answer to question one above.

Senator James Lankford

1. You served as the Deputy Postmaster General from 2011 to 2020. During this nine year period, USPS reported nearly \$67 billion in losses. While I understand you could not unilaterally control the decline in mail volume, you were in a position to exercise the powers of the Postal Service, control its expenditures, review its practices, conduct long term planning, and create policies to respond to the changing market and consumer needs while fulfilling the universal service obligation. What changes do you believe the Board of Governors can make which you were unable to implement in your role as Deputy Postmaster General?

In 2014 the Board of Governors lost its quorum. The Board did not reestablish a quorum until the later part of 2019. During that nearly five-year period, the Board operated with a Temporary Emergency Committee, with only the power of "continuity of operations." "Continuity of operations" was interpreted as continuing the policies of the Board when a quorum existed. With a quorum, the

³ <https://www.prc.gov/docs/115/115227/Order%20No.%205763.pdf>

⁴ <https://about.usps.com/newsroom/national-releases/2020/1009-usps-announces-new-prices-for-2021.htm>

Board of Governors can now fully exercise the powers of the Postal Service. I believe that the Postal Service should modernize its infrastructure, and innovate to offer new products and services to grow revenue. One example is to monetize Informed Delivery, which enables customers to see on their smart phones the mail and packages USPS will delivery to them that day.

2. During your time serving as Deputy Postmaster General, what did you do to improve USPS's accounting practices? As a Governor, how would you work to ensure that the USPS adopts industry-standard best practices and to guarantee that those practices are reflected in the USPS's reports to Congress.

The USPS's accounting practices are the responsibility of the Chief Financial Officer. The Sarbanes Oxley Act requires the Postal Service to hire a independent auditor to review the Postal Service's accounting practices to ensure those practices meet industry-standard best practices. In addition, the Board has an Audit and Finance Committee that reviews the Postal Service's accounting practices with the independent auditor and the Postal Service's Inspector General. I look forward to working with the USPS management to ensure that Congress receives accurate and timely information that is responsive to their request.

3. During your time as Deputy Postmaster General, did you consider alternatives to the Medicare integration proposal? If so, what were they, and why did you not proceed with them? In weighing alternative options, did you consider the solvency of the Medicare program (which is expected to become insolvent by 2028)?

At one point, the Postal Service considered establishing its own health care plan outside of the Federal Employee Health Benefit Program. However, many health care providers for Postal Service retirees would not support it. Regarding the Medicare Trust Fund, the Postal Service determined that Medicare integration would have a very minor impact on the Fund's solvency.

4. How do you plan to raise USPS's revenue? Do you support the Postal Service raising revenue through increasing rates?

Growing revenue is critical to the Postal Service's financial future. A part of raising revenue is for the Postal Service to maintain as much of the profitable market dominant mail as possible. If confirmed as a Governor, I would urge senior management to work with the mailing industry on creative ways to make the mail more attractive to the public. For competitive products, the Postal Service needs to increase its share of the growing ecommerce market. In this area, I would urge the Postal Service to be more innovative in developing new products and services that meet the demands of our customers. Rate increases will be a part of increasing revenues. However, USPS must be cautious not to raise rates too high or too quickly because this could accelerate digital substitution of the mail.

5. You mentioned that you believe the Postal Service should be a leader in the federal government's sustainability efforts. How will you prioritize sustainability measures with revenue growth?

I believe sustainability measures enhance revenue growth. For example, electric vehicles are less expensive to maintain than gas-powered vehicles. The Postal Service achieved cost savings from reduced energy use when it started replacing incandescent bulbs with LED lighting, and deploying solar panels on some USPS facilities.

6. The previous Administration created the Postal Task Force and released a list of recommendations. Which of those recommendations do you believe are worth pursuing, and which ones do you believe would be detrimental?

I agree with the Task Force that the Postal Service needs a fully functioning Board of Governors; that the Universal Service Obligation should be more clearly defined; and that packages should be priced with contribution in mind. However, unlike the Postal Task Force, I believe that the Postal Service's cost allocation methodology should be determined by the Postal Regulatory Commission, and the Postal Service should be cautious about modifications to its delivery processing standards.

Senator Rick Scott

1. In your view, what are the main issues regarding the Postal Service?

In my view, the Postal Service is providing an unacceptable level of service to many of its customers. Second, the USPS has been losing money since 2007, because of the shift away from mail to digital correspondence, leading to a continuing decline in mail volume and revenue. In addition, mandates on the Postal Service like the pre-funding of Retiree Health Benefit payments have further eroded its financial stability. The Postal Service needs to innovate, invest in its outdated infrastructure, and look for new revenue and growth opportunities. The Postal Service also needs to ensure that the Congress and the Administration enact postal reform legislation that will allow the Postal Service to establish long-term growth and financial stability.

2. What steps would you take to make the Postal Service more economically viable?

I would strongly encourage the Postal Service to innovate, invest in its outdated infrastructure, and look for new revenue and growth opportunities. This should include innovative solutions to keep as much mail as it can in its network, while growing its share of the expanding ecommerce market, and developing other profitable products and services. The Postal Service also needs to work with the Congress and other key stakeholders to enact postal reform legislation that will allow the Postal Service to establish long-term growth and financial stability.

3. What is an example of a new business line that Postal Service could implement in order to generate additional revenue?

The Postal Service could provide a wide-range of government services at its Post Offices, particularly in rural parts of the country such as in-person proofing to strengthen security and prevent fraudulent transactions.

4. What reasonable actions are needed in order to address the unfunded liabilities and debt that the Postal Service has incurred?

The Congress should pass postal reform legislation that includes Medicare integration, and the elimination of the Postal Service's Retiree Health Benefit pre-funding mandate.

5. What administrative actions do you feel are necessary for the Postal Service to take within the next few years?

As the volume of mail continues to decline, the Postal Service will have excess capacity in many of its facilities. The Postal Service will have to determine the best and most profitable use of that space, while continuing to deliver prompt, reliable, and efficient service. In view of the rise in package volume, the Postal Service will need to a more flexible workforce to adjust to the increase in package volume throughout the course of the year. Also, the Postal Service will replace much of its vehicle fleet over the next few years.

Senator Josh Hawley

1. Given your previous service at USPS, what is the number one thing that you believe USPS needs to do to modernize in order to become an institution for the twenty-first century, while also remaining true to its service obligation for all Americans?

First and foremost, the Postal Service needs to reestablish prompt and reliable delivery of mail and packages to remain viable. Beyond that, the USPS needs to modernize, its infrastructure, including information technology, vehicle fleet, processing plants, and package sorting equipment.

2. What is your assessment of the 10-Year Plan released by USPS in March? What are its strengths and weaknesses, if any?

Overall, the Postal Service's current financial condition is unsustainable, and I agree with the need for a plan to address it. That said, it is impossible to evaluate much of the plan without knowing the data on which it is based, and what alternatives were considered. Based on the publicly available information, I agree with maintaining six-day delivery, investments in the Postal Service's infrastructure, limiting the use of non-career employees and the legislative proposals for Medicare integration and eliminating the Retiree Health Benefit prefunding requirement.

My two biggest concerns with the plan are its failure to address the unacceptable level of service in many areas of the country, and the lowering of service standards.

3. You were deputy postmaster general for nearly a decade, during which time USPS experienced some of its worst annual losses ever, despite the fact that annual operating revenue increased from about \$66 billion in 2011 to \$73 billion after you left in 2020. What action did you specifically take to try and improve the financial position of USPS during your tenure? And why did the losses continue anyway?

One of my primary responsibilities as the Deputy Postmaster General, was to help advance postal reform legislation. I worked in a bipartisan fashion with the Congress, the mailing industry, and the various postal unions and management associations to develop a consensus approach to postal reform. The current Postmaster General's legislative proposal, and draft legislation now being considered by the Congress is largely based on work that I helped to develop during my tenure. In addition, I participated in the decision to develop a two-tiered wage system for employees, which has saved the Postal Service approximately \$13 billion from its cost base. I worked to help negotiate a solution to the thorny issue of self-declared rates at the Universal Postal Union (UPU). The negotiations involved 191 countries with diverse interests. The negotiations lasted for a year, and involved working in coordination with the U.S. Department of State and the Administration. At an Extraordinary Congress of the UPU in Geneva, Switzerland, the United States' proposal on self-declared rates was agreed to unanimously. The Postal Service's ability to self-declare its rates will likely raise hundreds of millions of dollars over the next several years.

The reason losses continued is because of the accelerated decline of First-Class Mail, due in part to the pandemic, and the mandates imposed on the Postal Service.

4. Coming from a state with many rural communities, I believe that protecting rural delivery and rural post offices is absolutely essential. If confirmed, will you commit to protecting access to USPS and delivery services for rural Americans?

Yes. I believe that the Postal Service's Universal Service Obligation requires that the Postal Service provide its rural customers with the ability to send and receive mail,

and access the Postal Service's products and services six days a week at reasonable costs. This is a fundamental responsibility of the Postal Service.