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HEARING ON PENDING NOMINATIONS

HEARING

BEFORE THE

COMMITTEE ON VETERANS' AFFAIRS
UNITED STATES SENATE

ONE HUNDRED SEVENTEENTH CONGRESS

FIRST SESSION

MAY 19, 2021

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C O N T E N T S

WEDNESDAY, MAY 19, 2021

SENATORS

	Page
Tester, Hon. Jon, Chairman, U.S. Senator from Montana	1
Moran, Hon. Jerry, Ranking Member, U.S. Senator from Kansas	2
Cassidy, Hon. Bill, U.S. Senator from Louisiana	3
Blumenthal, Hon. Richard, U.S. Senator from Connecticut	8
Hassan, Hon. Margaret Wood, U.S. Senator from New Hampshire	11
Tillis, Hon. Thom, U.S. Senator from North Carolina	12
Manchin III, Hon. Joe, U.S. Senator from West Virginia	14
Sullivan, Hon. Dan, U.S. Senator from Alaska	17
Brown, Hon. Sherrod, U.S. Senator from Ohio	19
Blackburn, Hon. Marsha, U.S. Senator from Tennessee	20
Boozman, Hon. John, U.S. Senator from Arkansas	32

INTRODUCTION OF PATRICIA ROSS

The Hon. Nancy Pelosi, Speaker of the House of Representatives and a U.S. Representative from the State of California	23

WITNESSES

PANEL ONE

Donald M. Remy, Nominee to be Deputy Secretary of Veterans Affairs	3

PANEL TWO

Gen. Matthew T. Quinn, USA, Ret., Nominee to be Under Secretary of Veterans Affairs for Memorial Affairs	24
Maryanne Donaghy, Nominee to be Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection	26
Patricia Ross, Nominee to be Assistant Secretary of Veterans Affairs for Congressional and Legislative Affairs	27

WITNESSES PREPARED STATEMENTS

Donald M. Remy, Nominee to be Deputy Secretary of Veterans Affairs	40
Gen. Matthew T. Quinn, USA, Ret., Nominee to be Under Secretary of Veterans Affairs for Memorial Affairs	43
Maryanne Donaghy, Nominee to be Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection	45
Patricia Ross, Nominee to be Assistant Secretary of Veterans Affairs for Congressional and Legislative Affairs	48

QUESTIONNAIRES FOR PRESIDENTIAL NOMINEES

Donald M. Remy, Nominee to be Deputy Secretary of Veterans Affairs	50
Gen. Matthew T. Quinn, USA, Ret., Nominee to be Under Secretary of Veterans Affairs for Memorial Affairs	78

Page

Maryanne Donaghy, Nominee to be Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection 92
Patricia Ross, Nominee to be Assistant Secretary of Veterans Affairs for Congressional and Legislative Affairs 107

QUESTIONS FOR THE RECORD

Pre-Hearing Questions for the Record for Donald Remy, submitted by:
Hon. Tester 120
Hon. Moran 123

Pre-Hearing Questions for the Record for Matthew Quinn, submitted by:
Hon. Tester 127

Pre-Hearing Questions for the Record for Maryanne Donaghy, submitted by:
Hon. Tester 130

Pre-Hearing Questions for the Record for Patricia Ross, submitted by:
Hon. Tester 133
Hon. Moran 138

Post-Hearing Questions for the Record for Donald Remy, submitted by:
Hon. Murray 144
Hon. Hirono 147
Hon. Sinema 150
Hon. Cramer 152
Hon. Boozman 153

Post-Hearing Questions for the Record for Matthew Quinn, submitted by:
Hon. Murray 154
Hon. Hirono 154
Hon. Sinema 155
Hon. Cramer 156

Post-Hearing Questions for the Record for Maryanne Donaghy, submitted by:
Hon. Murray 157
Hon. Hirono 157
Hon. Sinema 159

Post-Hearing Questions for the Record for Patricia Ross, submitted by:
Hon. Hirono 161
Hon. Sinema 162

STATEMENT FOR THE RECORD

Statement of Support for Maj. Gen. Matthew Quinn 163

HEARING ON PENDING NOMINATIONS

WEDNESDAY, MAY 19, 2021

U.S. SENATE,
COMMITTEE ON VETERANS' AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 3 p.m., via Webex in room G50, Dirksen Senate Office Building, Hon. Jon Tester, Chairman of the Committee, presiding.

Present: Tester, Murray, Brown, Blumenthal, Manchin, Sinema, Hassan, Moran, Boozman, Cassidy, Rounds, Tillis, Sullivan, and Blackburn.

OPENING STATEMENT OF CHAIRMAN TESTER

Chairman TESTER. I want to call this hearing of the Committee on Veterans' Affairs to order, in order to hear from four nominees to be confirmed for the Department of Veterans Affairs. I appreciate each of you accepting the responsibility that comes with the duties for which you have been nominated. It is my hope and the hope of this Committee that you are up to the task. Although I have met with all of you, your answers to our questions today will help many of us make that final determination.

Mr. Remy, as Deputy Secretary you would be entrusted with a great deal of responsibility at the Department. As COO of the Department, I want to know how you would oversee some of the major challenges at the VA, including electronic health records modernization, the AIR Commission, bringing the VA work force back into the office post-pandemic, and working to advance veterans' interest on the Joint Executive Committee.

For General Quinn, I already know that you can get the job done, having worked closely with you as your tenure as the head of the Montana National Guard. I know you care about servicemembers, veterans, and their families, and I know that you are up to this task. Because of the pandemic, many families are having a hard time proving their loved ones' burial eligibility. No family should have to bury a veteran without the proper respect and gratitude of a grateful nation, especially because of the paperwork. If confirmed, I expect you to hit the ground running on this issue.

Ms. Donaghy, your position may be one of the most difficult at the VA. I want to hear what steps you are going to do to right the ship at the Office of Accountability and Whistleblower Protection. For a relatively young office, it has faced earned criticism, and we are looking to you to bring a steady hand to that office.

And Ms. Ross, we passed a lot of bipartisan legislation and priorities last Congress, and as Chairman I plan to continue that work

again this Congress. Your experience on the Hill, with help of OCLA navigate the legislative process we are working on, on this Committee. I need to know you will ensure Committee members and staff, get timely and accurate information so that we can do our jobs.

Again, I want to thank all of you for your willingness to serve and I look forward to listening to your testimony. And with that I turn the podium over to Senator Moran.

OPENING STATEMENT OF SENATOR MORAN

Senator MORAN. Mr. Chairman, thank you. My apologies for my tardiness. Thank you for proceeding in my absence. And no complaint at all, I have shortened my opening Statement from three pages to three paragraphs to be accommodating, and I say good afternoon to you and to our witnesses. I welcome our four witnesses. Thank you for your willingness to serve in the roles for which you have been nominated and for appearing before this Committee today.

Service is not new to any of you. You have served in uniform, in local government, in Federal Government positions, and each of you has a personal connection to the mission of supporting our Nation's veterans. If confirmed, each of you will be charged with building on recent successes the VA has made to improve veteran satisfaction and employee engagement. You will play a key role in completing modernization of business and health IT systems and implementing recent legislation, as the Chairman said, continuing the faithful stewardship of nearly five million graves, and work with those on this Committee as we conduct our oversight of all of your efforts.

You will also be responsible for leading the Department out of its emergency posture from the pandemic and implementing lessons learned to make the VA a more resilient system in the future.

I was pleased that Secretary McDonough committed during his confirmation hearing to fully engage this Committee on the Department's biggest challenges and to come to us seeking our ideas before decisions are made. I expect each of you, if you are confirmed, that you will do the same. Our Committee is invested in the total success of the VA to meet its mission. We all want the same outcome, to see that our veterans achieve success after service.

Mr. Remy, it is good to see you again. Thank you for the conversation we have had. General Quinn, Ms. Donaghy, Ms. Ross, thank you again for your willingness to continue serving our country. And as I listen to the Chairman, my only additional thought, not in the script, is that this Montanan will maybe have a hold place on him by me, with seeking a little leverage of the Chairman over the next few days. With that I conclude my opening Statement.

Chairman TESTER. I would expect no less, but I would prefer wrist-wrestling right now.

Look, for this hearing—and by the way, Senator Moran and I do have an incredibly good working relationship, so don't let this make you lose any sleep, Mac.

Our hearing is going to be split into two panels. On the first panel will be Donald M. Remy, who has been nominated to serve

as Deputy Secretary of the Department of Veterans Affairs. Senator Cassidy, you are recognized for your introduction of Mr. Remy.

SENATOR BILL CASSIDY

Senator CASSIDY. It is a great privilege to introduce Mr. Remy, the nominee for Deputy Secretary of Veterans Affairs. Mr. Remy is a military veteran who earned a Meritorious Service Medal during his tenure as a captain in the United States Army. He has got a pretty interesting career. I will hit some highlights.

Presently he is the National Collegiate Athletic Association, the NCAA, Chief Operating Officer and Chief Legal Officer. His previous government service has included serving as Deputy Assistant Attorney General for the Department of Justice, where he was responsible for day-to-day management of the Torts Branch and personally handled high-profile litigation.

As an Army officer, he was an Assistant to the General Counsel of the U.S. Army, advising the General Counsel and others on a myriad of legal and policy issues. And rounding out his Federal Government duties, he was a law clerk to the Honorable Nathaniel R. Jones in the 6th Circuit Court of Appeals.

He holds a bachelor's degree from LSU and a juris doctorate from Howard University School of Law.

As we were speaking, and in our calls beforehand, it is clear that Mr. Remy has a commitment to his fellow veterans, and I actually think working for the NCAA would be a pretty interesting job. So when I walked in and said hello, I said, "I just thank you for leaving a pretty interesting job for this challenge," and his response was, "When your country calls, you answer."

With that I look forward to working with you as you help to address the needs of your fellow veterans, and I thank you for answering the call.

Chairman TESTER. Senator Cassidy, thank you for that fine introduction.

Mr. Remy would you please stand and raise your right hand for the administration of the oath.

Do you solemnly swear or affirm that the testimony you are about to give before the U.S. Senate Committee on Veterans' Affairs will be the truth, the whole truth, and nothing but the truth, so help you God?

Mr. REMY. I do.

Chairman TESTER. Let the record reflect that Mr. Remy answered in the affirmative.

Mr. Remy, you are now recognized for up to 5 minutes for your Statement.

PANEL I

STATEMENT OF DONALD M. REMY

Mr. REMY. Thank you Chairman Tester, Ranking Member Moran, and distinguished members of this Committee. It truly is an honor to appear before you as President Biden's nominee for Deputy Secretary of Veterans Affairs.

I am deeply grateful to the President and the Secretary of Veterans Affairs for their confidence in me and, if you all believe me

worthy, for giving me the opportunity to serve our great Nation once again, this time alongside those who are dedicated to delivering on America's sacred promises to our veterans and their families. I also want to express my gratitude to Senator Cassidy for his kind introduction. Senator, if confirmed, I will make Louisiana proud.

Over the last week, I have had the opportunity to gather wisdom, advice, guidance, and perspective from several members of the Committee and your staffs. You have shared how we can make good on our collective commitment to veterans and to assist the caregivers, families, and survivors who have played a critical role in support of our Veterans.

I am a Veteran, yet I know I have a lot to learn about the Department of Veterans Affairs. I also know I share a passion for the mission of the agency and the veterans and non-veterans alike who work at the VA and in these revered halls of Congress. Your expectation of transparent and timely communications, demand for strong leadership and accountability, and bipartisan engagement validate my unyielding desire to undertake this important task.

With me today is my incredible wife, Alicia, who has been rock solid in supporting my desire to serve again. Also with her are my two terrific sons, Alex and Jason. I could not be prouder of the young men they have become.

I want to recognize one of my closest friends who was going to be here today but could not make it, and that is Major General Ronald P. Clark, who was scheduled to be with us but could not make this occasion. He is like a brother to me. We grew up together, and as most military families know, my family is his family; his family is my family.

Chief among the reasons I sit before you today are my father Retired Army Master Sergeant Donald Remy, who was awarded the Bronze Star for his service in Vietnam and has relied heavily on his veteran's benefits, and my mother, Ann Remy. She raised not just me but my brother, an Air Force Veteran, and sister, as well as many other sons and daughters of our proud military community.

I have been given a clear mission by Secretary McDonough, to use all my experience, skills, and leadership capabilities as the Department's chief operating and management officer to help nurture a culture of excellence and motivate those around me to deliver on our shared values. Further, the Secretary has expressed that we must continue to provide COVID care and vaccines while immediately developing and executing on plans to appropriately re-introduce our work force to a post-pandemic working environment. We also must assure that our personnel management strategies are well-positioned for employee and organizational success. If confirmed, I will embrace these and other assignments with courage, fortitude and humility.

Throughout my career, I have faced difficult issues in complex organizations. Those experiences have prepared me to handle the variety of issues within VA and its community. They will be hard and multifaceted, but that is no excuse to not lean in and find suitable solutions. If confirmed, I will do my very best to help our team get it right.

To achieve these goals will require solid leadership, teamwork, transparency, and accountability. President Biden and Secretary McDonough have said that every American should embrace our responsibility to our veterans and their families. If confirmed, I will work with this Committee, our civil servants, and among the VA's many internal and external stakeholders who have embraced this responsibility.

I am greatly humbled by the opportunity to support a system that has helped me and my family so much. We have benefited from disability compensation, higher education benefits, home financing, medical care, life insurance, and burial arrangements. Our experience, like most veteran families across the land has been extraordinarily positive and in some measure life changing.

I would like to close on what I believe is a call to action. Senator Cassidy, thank you for mentioning that. During my professional journey, I have answered the call whenever the Nation has requested my service, whether on active duty, as a civil servant, or political appointee in the Pentagon, Judiciary or Justice Department, and this time is no different. My mentor, late Judge Nathaniel Jones was a World War II Army veteran and attended college on the GI Bill. He often admonished us that to answer the call is not a choice; it is an obligation. His words echo in my heart.

I highly respect the constitutional role of the Senate to evaluate my qualifications and if confirmed, I will join Secretary McDonough and a strong team of leaders and professionals dedicated to delivering on our promises to those who served and their families.

May God bless all those who have fought and sacrificed for this Nation and may we be forever grateful. Mr. Chairman I am prepared to respond to any question from you and the Committee.

Chairman TESTER. Well, thank you, Mr. Remy. Look, it is no secret the VA faces its share of challenges. If confirmed, you will hold the second most important position at the second-largest government agency.

So the question is, and it refers back to some of Senator Cassidy's introduction, what is your motivation to serve in this position at this point in your career?

Mr. REMY. Mr. Chairman, my motivation is highly personal. I mentioned it in my opening remarks, and Senator Cassidy has referred to it. I am a veteran. My father is a veteran. My brother, my uncle, my late father-in-law, many friends and family all served this Nation in uniform and are now veterans of the Nation.

My family would not be where it is but for the Department of Veterans Affairs. My father received his education, both his bachelor's degree at his master's degree, through VA benefits. My father receives his care, both primary care and surgical care, through the VHA hospitals. My father has taught me many of the lessons that I have learned in life, but I have been able to witness what our family has experienced through the benefits that the VA has provided to him. And for that I am grateful, and for that I owe a debt of gratitude to the Nation and to the Department of Veterans Affairs.

I would also like to say that I am a mission-oriented individual, and I have worked in organizations that are mission driven, and there is no greater mission than the mission to serve our veterans.

Chairman TESTER. So it has already been pointed out that you had a pretty cool job in the past with the NCAA. Tell me how that and other previous employment experience will help you handle the political pressure in this role.

Mr. REMY. Thank you, Mr. Chairman, for that question. In many of the roles that I have had, whether it has been at the NCAA or at the Justice Department or in the Pentagon or at Fannie Mae, or even when I was serving as a private lawyer in private practice, I have been put in positions where I have had to respond to public policymakers around very challenging issues that might face those organizations.

I have experience. I have experience as a junior staff member, I have experience as a mid-level manager, and I have experience as a senior executive, and I think putting all of those experiences together collectively well positions me to serve as the Deputy Secretary of Veterans Affairs, if confirmed, at this point in time.

Chairman TESTER. Mr. Remy, in your response to the pre-hearing questions you noted that the Secretary has expressed a need to immediately develop and execute plans to reintroduce the VA work force to a post-pandemic office environment. Could you outline for me what steps you would take, or that you would recommend the Secretary to take in developing such plans?

Mr. REMY. Senator, if confirmed, first and foremost we have to make sure we follow the science, and when we bring people back collectively into an environment that it is a safe environment. I will make sure that that is our first and foremost priority.

Second, we need to understand what we have learned from the remote environment that we have been working in so long. So working together with other agencies across the government, gathering data and information about efficiencies that were created, and inefficiencies that existed in that environment. And the third, Mr. Chairman, using that data and information and understanding what the needs are of our work force is critically important before we make a decision about how to bring people back into environments in a way that can help our veterans. Those are the priorities that I will put in place, if confirmed.

Chairman TESTER. As we have talked previously, you have served as Co-Chair of the VA DOD Joint Executive Committee, which oversees sharing and coordination of activities between the DOD and the VA. Your prior military experience could give you a leg up in understanding how to navigate the DOD bureaucracy to make positive advances for veterans.

So please provide the Committee with three measurable goals you would hope to reach as you take on the important task of sharing and coordinating resources and programs with the DOD.

Mr. REMY. Mr. Chairman, I have not had experience with the JEC thus far, obviously I am in the nominee position, but I do understand what the group is designed to do. And based upon my understanding, the first thing that I would put in place, if confirmed, is a specific agenda-driven meeting structure, to assure that every time the Department of Veterans Affairs and the Department of Defense comes together for those meetings we know exactly what we are designed and what we are focused on tackling at that meet-

ing. I think that is critically important to understand and to build relationships between the two departments.

The second thing that I would put in place, if confirmed, Mr. Chairman, is to identify and catalogue all of the challenges that might exist in either organization so that we can have a long-term strategic approach to meeting, why we are meeting, and how we can resolve those issues.

And the third thing is to focus on how to deliver results from those meetings. I think one of the challenges that we have seen is there are not always efficiencies but there certainly is a common spend on similar projects, and I think it is important, Mr. Chairman, that if confirmed, we focus on making sure that we have joint efficiencies in spending America's dollars.

Chairman TESTER. Thank you, Mr. Remy. Senator Moran.

Senator MORAN. Chairman Tester, thank you very much. Mr. Remy, thank you for your presence here. I appreciated the conversation, as I indicated in my opening remarks, with you in my office. And I may be reiterating some of the things that I said earlier, but I have a couple of questions and perhaps more of just a conversation with you.

One of the challenges that I have faced as a Member of Congress in trying to be helpful to my veterans, as we have introduced and passed legislation, the expectation I have is that the VA will then implement that law as written. If it is unclear how it is written, it will pursue legislative intent, but I have seen, on a number of occasions, in which, at least in my view, the VA implements the law as written, or legislative intent as it sees that it wants it to be.

And so I have had this conversation with a nominee to be the General Counsel at the Department, and I just would again reiterate to you and ask that if you would confirm to me that you will do everything that you can, in the position that you hold at the VA, to make sure that measures passed by this Committee and passed by the Senate that are sent to the House and passed by the House, signed by a President, become law, that the VA will faithfully execute that law as written, to the best of their ability.

Mr. REMY. Senator Moran, consistent with the commitment that you received from Secretary McDonough, as well as from the General Counsel, I can commit to you that we will implement laws as designed by Congress, as they are passed.

Senator MORAN. I appreciate that. Let me highlight for you that it is useful for us for the Department to provide us with comments on legislation that is pending, the view of the Department on legislative items that are pending before this Committee, and that, I think, has been a general practice. We are struggling with a current situation in which we are asking the Department to provide direct and straightforward comments on legislation now pending before our Committee in regard to toxic exposure. And I would again ask you if you believe it is important for the Department to provide its views so this Committee can consider them before it passes the legislation that I just asked you to implement.

Mr. REMY. Yes, Senator. I certainly think, if confirmed, I will look into the issues around this. I think it is important that the Department examine issues and determine what the impact might

be on the Department, as legislation may be pending. But this is an area that I commit to you that if confirmed, I will look into.

Senator MORAN. That is sufficient for me at this point. I would not expect you to be able to say anything different.

I also would highlight for you that, as I indicated when we visited, that a lot of what I know or what we pursue in our office, and in this Committee, is a result of conversations I have from veterans, mostly in the circumstances in which they bring me or my staff a problem. What I discover often is that sometimes it is an individual problem, but often it is a problem that is encountered by many veterans, and it is what informs me as to what I should be doing in trying to change the way the VA works or trying to change law, how it applies.

And we will continue to bring you and your Department problems that veterans in Kansas and across the country are experiencing, and we would expect that the Department would continue to be helpful to us in trying to solve those problems.

Often that will result in a change in policy or just fixing the circumstance at the moment. One of the problems I would highlight for you is that it is not a rare occurrence in which what I am told by the Department of Veterans Affairs here, in person or in a hearing in which a policy has been changed or this is the policy of the Department of Veterans Affairs, is never communicated to the folks in the field. And so the circumstance I find myself often in is that I believe that something has been changed or a policy has been determined, but when I then return to the folks in Kansas, nobody has ever told them what that policy is.

I highlight this, I think, not necessarily for a response, but if you want to respond you can, only to remind you or to suggest to you that there needs to be a much greater effort within the Department, when something is determined here to be the policy, it can only be implemented when that policy is communicated to those who work to implement it.

Mr. REMY. Senator, if confirmed, you have my commitment that I will look at it that way.

Senator MORAN. And finally, at least for this round of questions, I would take this moment to assure you that when you indicated that you believed that you were worthy of this position, so do I.

Mr. REMY. Thank you, Senator.

Senator MORAN. Thank you.

Chairman TESTER. Senator Blumenthal?

SENATOR RICHARD BLUMENTHAL

Senator BLUMENTHAL. Thank you, Mr. Chairman. Thank you for your willingness to serve, Mr. Remy. Let me ask you—and I apologize if I am repeating some of the questions—first of all, what do you think is the benefit of your service most recently, I think it is most recently, at the NCAA in preparing you for this position? Are there experiences there that you think will help in your service, if you are confirmed in this position?

Mr. REMY. Senator Blumenthal, I believe there are. If I am confirmed in this role, I can draw on my experiences at the NCAA in dealing with very complex and challenging issues that exist across the country that deal with a group of constituents that the organi-

zation is there to serve. That, I believe, is very similar to the structure that the Department of Veterans Affairs has.

But I also would be able to draw on my other experiences that I have had over my career, my experiences at the Justice Department or my experiences at the Pentagon, my experiences at Fannie Mae or in the 6th Circuit. I think I would draw on all of those experiences together, along with my commitment as a veteran myself, and an individual who comes from a family of veterans, to understand the issues of the Department of Veterans Affairs and to be able to help the organization move forward on those issues, if confirmed.

Senator BLUMENTHAL. A lot of athletes become members of our military, and vice versa, a lot of members of our military go to school after they are athletes. Do you think that colleges sufficiently take care of them?

Mr. REMY. Senator Blumenthal, I think that our colleges and universities across America have an obligation to take care of those students on their campuses, and I believe that most of our colleges and universities do that, whether they are athletes or not athletes, whether they are veterans or not veterans. I think it is important, and I think it is relevant for any university to look at that as a component of what they do. When you send your children to college, you expect them to go to school, and go to school in a safe environment. My two sons are here with me. I sent them both off to college, and they had fantastic experiences on a campus that they believed was safe and protective to them.

Senator BLUMENTHAL. A lot of our physical plant in veterans facilities, and I am thinking of the West Haven facility, which recently had an explosion which killed two people in the course of maintaining its water system, its heating and hot water system, I am hopeful that you will commit yourself, as the Secretary has done, to rebuilding that infrastructure, which is so vital. A lot of it all around the country in our veterans' facilities is aging and decaying. I hope you will commit to it.

And I am also hoping that you will commit to serving veterans who have other-than-honorable discharges, seeking health care. I have been working for some time on the invisible wounds of war, post-traumatic stress, and military sexual trauma and brain injuries, and my office has received reports of unlawful turnaways of veterans, in other words, rejection for health care of veterans with less-than-honorable discharges, who are seeking mental health care at the VA. I am working on legislation to eliminate or remedy these unlawful turnaways.

If confirmed, how would you ensure that the VA is serving veterans with other-than-honorable discharges?

Mr. REMY. Senator Blumenthal, thank you for that question. I think both infrastructure and the service of all our veterans is an important component of what the Department of Veterans Affairs exists to do. If confirmed, I will look more deeply into these issues to understand further how we can make sure that our infrastructure is adequate to care for all of our veterans, and all of our veterans who are eligible for service receive the service and the benefits that they are due.

Senator BLUMENTHAL. Thank you. My time has expired. Thank you very much.

Mr. REMY. Thank you, Senator Blumenthal.

Senator BLUMENTHAL. Thank you, Mr. Chairman.

Chairman TESTER. Senator Cassidy.

Senator CASSIDY. Mr. Remy, I graduated from LSU a few years before you, about five or six, and there was a professor who finished who taught there, T. Harry Williams, internationally known. I had the privilege of taking a Civil War course, and he said, "The hallmark of a great general is overcoming the inertia of an army."

Now Chairman Tester has pointed out you will be the second highest ranking official in the second-largest department. I suspect, in fact I know, there is an incredible amount of inertia. How do you, if you will—no right or wrong answer; I am just asking—overcome the inertia of that organization to effect positive change? And I guess that is more of a question about your leadership style.

Mr. REMY. Senator Cassidy, my leadership style is one of inclusion and collaboration, of reflection and accountability, of making sure that those around you are motivated to achieve the same goals that you are motivated to achieve. As I mentioned earlier, this is a mission-driven organization, and if confirmed, I will come to the organization and understand the culture and the people. And I have already had an opportunity to meet some of the great employees at the Department of Veterans Affairs, and I have been impressed with the staff that are at that building and working the issues on behalf of our veterans.

But if given the opportunity and confirmed to the role of Deputy Secretary, I will approach all of our staff and talk to them about what they see as the challenges, to understand those challenges, but at the same time, to motivate them to rally around the mission of the organization.

The one thing that I believe is true, that I have learned throughout my career, is when you have a mission-driven organization, even if you have individuals that might have differences of opinions, they can all rally around that same mission, and I hope to be able to do that at the Department of Veterans Affairs, if confirmed.

Senator CASSIDY. Let me ask, as well, again, kind of along those lines, there is a little bit of a tension in your role, I have noticed, not because you have been in it, because I have seen it in others. We are supposed to provide oversight, which is positive. We can hopefully give something positive advice. On the other hand it certainly could be interpreted as criticism. And there is an occasional Member of Congress who attempts to grandstand, believe it or not, so the criticism is raised to another level.

So I guess what I am asking, how do you anticipate managing that tension between me having a request for information but that information I am requesting because I think there might be something wrong, and there might be something wrong. I have been very frustrated at times getting answers 6 months after the request. It is off point. By the time I ask again it comes back 6 months later, a little bit off point still. But by the time I finally get my answer, the issue has moved on.

Now I could be cynical and assume that that is a strategy. I would rather be hopeful and say maybe I miscommunicated. But

you see that tension there, and I think that is kind of where maybe Blumenthal was going. How would you address that? I mean, I want to have a partnership. I do not want to be grandstanding and criticizing, but usually if I am asking a question it is because a veteran or a physician or a nurse who works in a facility has indicated an issue, and I am trying to explore, being a physician as a background, to try and better understand that. Any thoughts on all that?

Mr. REMY. Senator Cassidy, Secretary McDonough has made clear his desire for the Department to have a consultative, collaborative relationship with this Committee, and I am committed to that as well. I have talked to people in the building and they, too, recognize that there needs to be that type of transparency in order to provide for this Committee, I should say, to provide effective oversight. If confirmed, I will continue to deliver that message, and I recognize that the team at the Department is ready, willing, and able to do so.

Senator CASSIDY. I appreciate that. I look forward to voting for your nomination and I look forward to working with you. With that I yield.

Mr. REMY. Thank you, sir.

Chairman TESTER. Senator Hassan?

SENATOR MARGARET WOOD HASSAN

Senator HASSAN. Thank you very much, Mr. Chair and Ranking Member Moran, and welcome, Mr. Remy. Thank you for being willing to serve and for being here today.

The Deputy Secretary has oversight of overlapping VA and Department of Defense issues, including the critical topics of mental health and the 200,000 servicemembers who transition to civilian life every year. My bipartisan bill, the Solid Start Act, strengthens a VA program under which the VA contacts every veteran three times in the first year after they leave active duty to check in and help connect them to VA program and benefits.

So, Mr. Remy, how can the VA work to improve the Solid Start program and how can the VA and DOD continue to work together more broadly on behalf of servicemembers as they transition to civilian life?

Mr. REMY. Senator, thank you for that question, and if confirmed, first and foremost, as the co-chair of the JAC, I will assure that that issue is on the agenda so that we can collaborate with the Department of Defense to make sure that our priorities are aligned, our focus is sharp, and our delivery is consistent with the expectations of the Committee.

If confirmed, I will look more into this act, because the issues around mental health care critically important to our veteran community, and we need to make sure that we are doing all that we can to provide our veterans the services that they need if they are suffering from mental health challenges.

Senator HASSAN. Well, thank you. As I talk with veterans in my home State of New Hampshire, they talk to me a lot about the fact that when the first transition out to civilian life they are not sure who to go to for help, what options are open to them. So I think

just that focus on affirmative outreach is going to be really important, so I appreciate your commitment to that.

Let me move on to a different topic. The VA had management and operations issues prior to the pandemic, including a culture that too often silences whistleblower concerns. For example, a whistleblower's concerns were not adequately considered by the VA in a recent case at White River Junction Medical Center that involved allegations of serious professional misconduct by a doctor.

Not listening to whistleblowers can be a risk to patients' health and can lead to significant issues of poor performance, waste, fraud, and abuse. So can you please speak to how you would manage senior leadership and operations across the agency to promote a culture that focuses on accountability?

Mr. REMY. Senator you said the key word, culture, and the Secretary has made clear that a culture of accountability is a key component of the Department of Veterans Affairs, and that, I believe, firmly in. Accountability is the lifeblood of any good-functioning organization, and we need to make sure that we are focused on that, while at the same time understanding the challenges that might exist within the organization.

The Office of Whistleblower Protection is an important component of how we deliver the messaging around protecting anyone who desires to become a whistleblower, or I should say is put in the circumstance where they have to raise an issue, and we need to make sure that all employees feel comfortable in that space. And so if confirmed, Senator, I will speak to this issue frequently, to make sure that I can drive home that culture.

Senator HASSAN. All right. Will you also just commit to taking seriously whistleblower concerns and working with our office on this matter and others, should you be confirmed?

Mr. REMY. Yes, Senator.

Senator HASSAN. Thank you. Thank you, Mr. Chair. I yield the remainder of my time.

Chairman TESTER. Senator Tillis?

SENATOR THOM TILLIS

Senator TILLIS. Thank you, Mr. Chairman. Mr. Remy, it is good to see you again. I thank you for the time you spent with me yesterday evening. We covered the landscape. I am half tempted to spend my 5 minutes talking about name, image, and likeness, but I have decided I will not do that, in your current capacity.

I just want to run through, we had a great discussion, so I am not going to ask you to get into a lot of discussions. One thing that I am concerned with is toxic exposure. We have the TEAM Act. We have a bill offered by Senator Sullivan, another one by Senator Gillibrand, and Senator Rubio worked with Senator Boozman and work that the Chair has done. But about a month ago, I told you this, we had a hearing, and these are consequential bills. And what we got from the VA is that they are not taking a position on it, which I can understand, maybe, but then they are also doing a study. And then I am hearing from some corners of the VA that they think that they could do it without implementing any of these bills.

So once you get on the ground and get your bearings, can I get a commitment from you to see if we can get a more concise response from the Department on how any of these bills, including mine, whether they would be helpful, harmful, or something that you think you can do at current course and speed?

Mr. REMY. Senator Tillis, you have my commitment. I will consult with the Secretary, and we will provide you with responses to your questions.

Senator TILLIS. Thank you. The electronic health record, I know that the implementation at the VISN in the Northwest, they put a strategic pause on it. As somebody who has done a lot of large-scale system implements I have got to give the VA a lot of credit for having the courage to be, I think, the only major system implementation to try to go on with all the distractions and challenges of COVID.

I think that we are about halfway through that strategic pause. What I would like to do, also with the Chairman's permission, is to continue something that we did before, is to have maybe once-a-quarter updates in my office or at the office designated by whoever the Chairman would decide on, on the majority side, to have that operational review so that we can sort through things before you go through an oversight hearing, have project management, program office there. And I think the first meeting, if we could get the commitment, could be an assessment of what you found in that strategic review.

Mr. REMY. Senator Tillis, as I shared with you when we were talking about this issue, I think it is important that we provide transparent communication to this committee, and once we have the information and have been able to analyze it, commit to you that we will sit down with the Committee and share that information and talk through how we move forward.

Senator TILLIS. Well, thank you, and what we want to do is have it in an informal setting, so that we can have a lot of give and take, and that would probably precede anything we do for the full Committee, just so that you have got folks that can understand the issues a lot more than what you can get out of a 5-minute question-and-answer round.

So I look forward to doing that. I think it was very beneficial when we did it in the Obama Administration, the Trump administration, and I would like to continue that tradition forward.

I am also concerned, in the prior administration, around 2017 timeframe, the VA stopped reporting suicides related to combat-experienced veterans. They are not reporting that information. They are not providing that information any longer at a redacted or a high level so that we can gain insights into it. I asked Secretary McDonough, when he was before the Committee, if we could take a look at that. It could have been in the pre-discussion. But he said that he was interested in that. I think it is very important information, and I was a little bit confused why that went away in the prior administration. But can I get your commitment to look into that and take a position, if you are confirmed?

Mr. REMY. You have my commitment, Senator.

Senator TILLIS. The other thing I would say is I think it relates somewhat to what Ranking Member Moran said. You know, a part

of the MISSION Act is yet to be fully implemented. I am seeking your commitment here to make sure, in your role, in the deputy role, that you are going to do everything you can to implement the statutory intent of the MISSION Act. Can I get your commitment on that?

Mr. REMY. Senator, the Secretary has committed to that, as has the General Counsel, as will I commit that we will implement the laws of this Congress consistent with the intent——

Senator TILLIS. It is always helpful to support your boss's commitment, so thank you.

The last thing is the House unanimously passed out something that I spoke with you about. It is called the PAWS for Veterans Act, unanimously out of the House. It is a 5-year program. It is consistent with VA studies on the efficacy of service dogs for veterans, particularly wounded warriors, either with behavioral health or physical wounds. It is something that I would like the Department to look at and see if we can get your support, the Department's warm reception of that legislation, which passed unanimously in the House. And if anybody has been following politics around Washington now, virtually nothing gets passed unanimously, particularly in the House. So I hope it is something that I can get your commitment to have the Department take a look at it—I know that you were not aware of it before we talked yesterday—and hopefully give us support on moving that out of the Senate.

Mr. REMY. Senator, I did look at the act. It is very interesting. As the owner of two puppies, I really appreciate the value that dogs bring in this context, and I know that you train dogs as well, so you have my commitment that I will look into this bill.

Senator TILLIS. Thank you. I should have started by thanking you for your service, your father, and thank you for being willing to serve again. I look forward to supporting your nomination. Thank you, Mr. Chair.

Chairman TESTER. Senator Manchin?

SENATOR JOE MANCHIN

Senator MANCHIN. Thank you, Mr. Chairman. And, Mr. Chairman, I am going to ask for the Chair and the Committee to indulge me a little bit to bring you up to speed on the VA situation we had in Clarksburg with the deaths. We finally had a conviction, we had sentencing, and I want to go through that.

First I wanted to thank Secretary McDonough for bringing his team down. We met last week, last Friday, and spent a good bit of time—or this Monday, I am sorry, past Monday, and spent a good bit of time. It is really disturbing. I want to thank you, Mr. Remy, for your desire to serve and for the service you have already given to your country but continue to give.

While I was pleased to see this serial killer, we had a serial killer, Reta Mays, who committed we do not know how many murders. She has been convicted of seven murders and seven life sentences, with 20 years on top of that.

There are so many disturbing numbers going on for the 3-years she was employed there, and we are still looking into that. The systematic issues and incompetence at Clarksburg not only endan-

gered patient safety of every veteran at the facility but also allowed for the serial killer's crimes to go unnoticed for so long. And for her to be hired in the first place, even when she had a troubling background, no background check. They did not complete it. We found it within 10 minutes, and she should have never been in the system.

So I am concerned. I am concerned about any other VA hospital, any of our clinics, CBOCs, that people could be subjected to this. It was just gross negligence and incompetence.

A huge concern of mine is how we are holding VA employees in Clarksburg responsible. Another is that the Joint Commission, which accredits—this is the one that bothered me more than anything, Mr. Chairman—accredits the VA facilities, gave Clarksburg a consistently good score before and during the murders. How they could get a good rating when all this was going on is unbelievable.

This lady even was accredited with assistant nursing person of the year, and got a bonus, twice. 116 people died in the 3-years she is on the floor, 116 people. It is unbelievable. Just because the sentencing is over does not mean the work is not done. In fact, the Committee and the VA, I believe, this is just the beginning. I would pray to God no other Senator in their area, no other VA hospital. And this is administrations before, so I am not—you know, I am very appreciative of the attention that Secretary McDonough has given.

And I know you know, this is nothing more important than protecting our veterans after the have sacrificed so much. But to me, see, they are rectifying the systematic issues that made these murders possible a top priority. I look forward to working with you on this, and Chairman Tester and Ranking Member Moran, I know.

But Mr. Remy, what we went through during the time that Secretary McDonough was there and the disturbing evidence that came out afterwards, I had gone to the Chairman and at that time the Ranking Member, Tester, and told him what a horrific—we wanted to do something then. U.S. Attorney's Office kept stalling and saying, "Listen, we do not want you to get involved right now. If you do then it could basically flaw the investigation." So we held off.

Now it is over. She has been sentenced, and so much needs to be done.

So as the nominee to be Deputy Secretary of the VA, reforming accountability of the Clarksburg murders is largely going to fall under your purview after you are confirmed, and I think you will be confirmed. I hope you are confirmed, and I know you will be. But it will fall under your purview, sir, so I need your commitment all the way through, the things I am going to be asking you.

I know you will agree with me that what happened at Clarksburg was horrifying and absolutely failure by the VA. I do not know if you have been brought up to full speed on that, but I know you will be. Going forward, we are going to need daily hands-on involvement by top VA leadership at Clarksburg.

Let me tell you what else we found out. The previous administrator that was there when the hiring of Reta Mays, the lady who was convinced of these murders, she just retired, because I am trying to find out where all these people were passed around, and they

were passed around, sir. They are in the system, and we passed pieces of legislation before, you know, about passing the trash, and if we cannot protect the VAs and we are just going to pass people around, the incompetent, and showing that they are not qualified for the position, shame on all of us.

So this is where I need accountability. That is why I will be holding everyone responsible for this, and all of us should be holding ourselves responsible for the accountability, providing the Committee a monthly update to the State of the Clarksburg facility, to include status of outreach to families impacted, and the perfect example is this. She has admitted, and basically pleaded, to 7 murders. There have been 3 others that have already been settled that were directly related to her. There was a total of 21, the hypoglycemia; 116 from 2015 to 2018, 116 people died on that floor, 66 with hypoglycemia. We cannot even tell you, sir, how many that basically ever had sugar, or had any diabetes, because they did not even take a simple blood test, which can tell you immediately. The doctors will not even take the blood test after, and the administration never asked any questions. It is awful.

This is what I am saying. We have endured this, and the families need to be basically handled that still have doubt that their loved ones died at her hands. We do not have those answers yet. So under your leadership we need personal updates, implementation of standards, if you can check into that to make sure that it does not happen anywhere else, and definitely not in Clarksburg again.

Also, sir, I am going to ask you to be accountable for reporting back to me and this Committee, who the employees responsible for the negligence in these murders are. Are they still in the system? What was the time they retired, and are they getting full benefits from retirement. They are complacent. I can tell you. They should be basically held accountable for allowing this to happen. I do not know what recourse we have, but for a person, whatever rating they were, to retire and get full benefits of the Federal Government when so many people were harmed is just beyond my belief.

Chairman TESTER. Joe? This would not have been taken care of without your bulldog attitude, and I appreciate it.

Senator MANCHIN. Senator, I tell you, I do not know how you all feel. You have got to be on this Committee——

Chairman TESTER. We have got three more after Mr. Remy, so could you close it out.

Senator MANCHIN. I am going to wrap it up, sir. This is tough.

We need to conduct a leadership assessment administered, sir, by an entity outside of the VA. They kept giving them big ratings and good ratings. I am just telling you, there is a flaw somewhere, and I know that Dennis McDonough will get to the bottom, and I know with your help you all can fix this. I really know. But we will share with you everything that we have.

So I believe you have the qualifications. I know you have the background, and I know you have the desire and the temperament to do this. This is a tremendous undertaking, sir, and I am asking you to put your heart and soul in this one. There are so many families that have been left with no answers whatsoever. They lost loved ones. All they know is during this woman's time on that floor, people passed away that we felt should have never passed away.

Whether we can prove that or not, but we have to make sure that these people are handled with the proper care.

So with that, sir, I would ask your commitment on that, that you will do all you can to put a closure to this so people can live their lives knowing that their loved ones were honored in the proper way.

Mr. REMY. Senator, if I may express my condolences and my empathy to the family. My heart goes out to them, for the families of all the individuals that were killed under these very unfortunate circumstances. I have read the OIG report——

Senator MANCHIN. It is disturbing, isn't it?

Mr. REMY [continuing]. and there is pretty disturbing information in that report. I have also seen the recommendations, and I am looking forward to seeing those recommendations implemented, and you have my commitment that I will continue to dig on this issue until all people are held accountable.

Senator MANCHIN. I appreciate it, sir, and we will keep in contact on a daily basis with you.

Thank you, Mr. Chairman. Thank you, and I am so sorry for taking liberty.

Chairman TESTER. Senator Sullivan?

SENATOR DAN SULLIVAN

Senator SULLIVAN. Thank you, Mr. Chairman, and to my friend, Senator Manchin, you know, Mr. Remy, this is an issue that, of course, impacts West Virginia but really it is an issue that all of us care about, because if it could happen in West Virginia it could happen in Alaska, it could happen in Montana, right? So this might sound parochial, but it is not parochial. Everything Senator Manchin just side on the West Virginia issues, I agree with, and I appreciate your support on this issue, which is horrible for America, not just West Virginia.

I appreciated our discussion yesterday. Congratulations on your nomination. I mentioned my State has more vets per capita than any State in the country, and one thing I do, I reach out to them a lot. You know, we are going to get you up to Alaska to do town hall with our veterans. Can you commit to coming to Alaska again in this hearing, like you did yesterday?

Mr. REMY. Yes, I can commit to that, Senator.

Senator SULLIVAN. Great. One of the questions I got from a legendary Marine—unfortunately we lost him recently, his name was Cajun Bob, Bob Thoms—He was a Vietnam veteran, Hue City, won the Silver Star, six Purple Hearts—six. He proposed a question for the last Secretary of the VA that I asked, so I am going to ask it again, in his memory. We have lost him again. But he said, "Senator can you ask this Secretary and the Deputy Secretary, will he kick ass and take names on behalf of our veterans?"

Mr. REMY. That one is easy, Senator. I will kick ass and take names on behalf of our veterans.

Senator SULLIVAN. Good. Cajun Bob would be glad to hear that.

Let me ask another question that we talked about yesterday. I have been looking for a champion at ways to help maximize Defense Health and Veteran Health Administrations, especially in States like mine where we have a big military presence, active

duty, but believe it or not, there is no full-service VA hospital in the whole State of Alaska.

If confirmed, which I certainly think you will be, you are going to be the co-chair of the Joint Executive Council with DOD on these kinds of issues. What are your views on the capability to make sure we can leverage DOD facilities, VA facilities to better serve both our active duty and veteran populations? Anchorage is a place where this could be a poster child of success. We are working on this with legislation in the NDAA. But I would like your views on it more broadly and then commitment to work with me on this important issue, for my State.

Mr. REMY. Thank you, Senator. I believe that, if confirmed, I can use the experiences that I gained when I was in the Pentagon, working both in Department of the Army and Department of Defense, in understanding how that building works. And if confirmed, as I get to understand how the Department of Veterans Affairs works and chair the JEC, I can be sure to build those bridges to make sure that we work together on the issues where we have joint interests. I think it is important that, if I am confirmed and I am chairing that group, we have clear agenda, that we have clear priorities, and that we have a clear recognition of the financial challenges that might exist for either organization, and we work together to create efficiencies for the purposes that you just described.

So yes, Senator, you have my commitment.

Senator SULLIVAN. Great. And there are financial challenges that come with integration, but as you just mentioned, there are often efficiencies and cost savings, and again, I would like to work with you on that. It is an important issue for that country. I think it has worked fairly well at the one area where this is done in Chicago, with the Navy facilities in Illinois, the integration there between the VA and the U.S. Navy. So I would like to work with you again.

We had a good discussion on this yesterday as well, and I know Senator Tillis mentioned this, but I do think a hard part of the job, of the leadership in the VA, but an important one, is being able to make sure you are transparent with us. You are going to get all kinds of bills. We are looking at a bill right now that could have important coverage for toxic exposure, but also without definitive science huge, huge costs.

Can you make sure that you commit to this Committee, which has been the tradition in the VA system, to be transparent with us, let us know when the VA is supportive, let us know when it is not, let us know what they think about the science, let us know what they think about the costs, not just the costs of a particular bill, but when bills might impact the services of other veterans. We always have to keep in mind the other veterans who are in the system, in the queue.

Mr. REMY. Senator, as we discussed yesterday, I think it is incredibly important that we have a great relationship with this Committee. I think it is important that we be consultative and transparent in providing information. If confirmed, once I get in the building and learn more about this issue I can confer with the Secretary and determine how we can make sure that we are re-

sponding to the inquiries that the Senate has put before us and this Committee has put before us in a timely, responsible, consistent fashion.

Senator SULLIVAN. Good. Thank you. Thank you, Mr. Chairman.

Chairman TESTER. Thank you, Senator Sullivan. We have Senator Brown virtually.

SENATOR SHERROD BROWN

Senator BROWN. Thank you, Mr. Chairman. Mr. Remy, nice to see you, and thank you so much for testifying, thanks for your willingness to serve, and thanks to Senator Tester for the way you run this Committee with Senator Moran. This Committee, it has been an honor to serve on and see the kind of cooperative leadership we have seen, perhaps, as Jon and Jerry know more than any other committee I assume that they are on.

Mr. Remy, when Congress passed the VA Accountability and Whistleblower Protection Bill, we thought it would be used to go after SES employees with egregious offenses. That was certainly its intent. Instead, it has been used too often to fire lower-level employees who would have been better served with a performance improvement plan. We want employees to come forward and tell section chiefs what is going right and what is going wrong. That is kind of the whole point, to tell what is going right and what is going wrong at these facilities. It creates a safer environment for veterans and employees. We do not want employees afraid to raise concerns because of supervisor retaliation or because they do not think anything will change if they do report it.

So my question for you, in this job, which is so important, what steps would you take, working with Ms. Donaghy, to implement the bills Congress intended to hold those responsible for egregious actions, like fraud, patient safety, or retaliatory actions against whistleblowers?

Mr. REMY. Senator, if confirmed, I think it is important to communicate to all of our work force that whistleblowers will be protected in our environment, that the culture of the environment is such that we need to make people feel comfortable and, in fact, be comfortable when they raise these issues, and recognize that they are not going to be retaliated against if they do raise them. And if Ms. Donaghy and I are confirmed we will work together to deliver those messages to our work force and recognize that the culture of the organization needs to support that. In addition, if confirmed, we will assure that accountability rests not just with lower-level employees but all employees of the organization, senior-level employees as well.

Senator BROWN. Thank you for that answer. In our discussion earlier this week—and thank you for setting that up and answering questions face-to-face, if you can Zoom face-to-face, whatever that is—I appreciate getting to know you a little bit and understanding why you want to do this kind of job and you believe in this kind of service.

One of the most important missions you will have is to ensure veterans' health and safety as they seek care, VA medical facilities, of course. I know that is why you want to serve. We talked, in that conversation, a bit about Chillicothe and some of the problems

there. Talk if you would about how you will work VHA leadership to ensure patient safety procedures are implemented uniformly through the entire VA medical system.

Mr. REMY. Thank you, Senator, for that question. Working with VHA leadership will be collaborative. Indeed, we need to be one in the same in our voice, in our focus, and in our commitment to assuring that all of our VA facilities are safe and welcoming to any veteran. So if confirmed, I will engage with the team there at the Department of Veterans Affairs to talk about the issues of safety of veterans and to talk about how we can make sure we put procedures and practices in place so that those veterans feel safe in our facilities.

Senator BROWN. Well, thank you. One question before I assume turning to over to Senator Blackburn perhaps next. Will you make sure that VA, both VHA and VBA, comply with OIG requests for information to ensure the inspector general can do their job?

Mr. REMY. Yes, Senator, I will.

Senator BROWN. Thank you. I yield back the last minute of my time, Mr. Chairman. Thank you so much.

Chairman TESTER. Senator Blackburn, virtually.

SENATOR MARSHA BLACKBURN

Senator BLACKBURN. Thank you, Mr. Chairman. Mr. Remy, thank you so much for the time and the visit.

The Deputy Secretary is basically our chief operating officer for the VA. You oversee all of those day-to-day operations. And prior Deputy Secretaries have been asked to oversee specific projects, like the electronic health record modernization project that we have had going on. The Chairman and I have each worked on this. So talk to me a little bit about the management experience that you can bring and what would qualify you to manage this. It is a $16.1 billion electronic health record modernization account. There is $2.7 billion in that annually. So talk to me a little bit about what expertise you have that leads you to oversee this.

Mr. REMY. Senator Blackburn, thank you for your question. Thank you for your time earlier today. Indeed, the Secretary and I have talked about the electronic health records modernization project, and he has made it clear that that will be one of my priorities, if confirmed as Deputy Secretary.

When I look back on my experiences, I believe that I have had a few that would put me in a position to understand the magnitude of this project, but also to understand the challenges. I have served in organizations as chief operating officer, chief legal officer, but I have also had project management experience and program management experience of programs admittedly not as large as this one, but that have complications around funding, around timelines, around milestones, around deliverables.

And recognizing the importance of this project for the Department of Veterans Affairs, I believe that as I look back on those various charges that have been placed on my desk, I think I can use something from all of those roles to help, once we learn the result of the 12-week review, to help think about how we can move forward in a way that we can develop goals that are appropriate and

that matter, deliverables that we can meet in a timely fashion to get this project underway.

Senator BLACKBURN. Well, as you and I talked earlier, I have concern about so many of these issues around how we deal with the backlog in cases, as the Chairman is wanting to push forward a toxic exposure bill. Mr. Chairman, I will tell you this too. I think we need to make certain we look at the cost of this and the long-range implications of this. And I would hope before we move forward on that that we will do the heavy work on that at Committee, because then it is up to, once we make a decision, then it will be up to Mr. Remy to implement this and to find that pathway forward for integrating this into that electronic health records modernization project. And we do not want to give false hope to veterans and then not be able to meet the implementation.

So I appreciate, sir, the caution that you are bringing to this project, and understanding that there has to be an assessment of what is there for current wait times, current backlogs in benefits, current blending of these records before you move forward.

Also, Mr. Remy, as you know I have a concern over the VA's supply chain management and their very broken acquisition practices, especially the use of these government purchase cards, or P-cards, that really have a documented history of mismanagement and misuse. Do you believe the VA's current acquisition processes reflect a high-quality system of best practices, and do they effectively utilize taxpayer dollars?

Mr. REMY. Senator, if confirmed, I will certainly look into that. One of the first things that—or I should say one of the first responsibilities that I had in my career was to deal with acquisition and procurement issues at the Department of the Army, so I understand the complexity of the problem, and if confirmed, I will look at these issues to determine whether or not there is some modernization that needs to occur within the Department of Veterans Affairs acquisition and procurement processes.

Senator BLACKBURN. OK. Thank you. And, Mr. Chairman, I will leave it at that, but let's see if we can work on the toxic exposure issue before we turn such issues over to Mr. Remy to have to implement at the Department. Thank you. I yield back.

Chairman TESTER. Thank you, Senator, and I assure you that bill will be in prime-time form if it is to get through this body and the House and to the President's desk. So that will be done.

I want to thank you, Mr. Remy, for your forthright answers to these questions, and you are now dismissed from this panel.

Mr. REMY. Thank you, Mr. Chairman. Thank you, members of the Committee.

Chairman TESTER. I want to welcome our second panel of this hearing and ask them to stay where you are at for now, in the audience. And I would also invite Speaker Pelosi. First of all, welcome to the Senate Veterans' Affairs Committee, Madam Speaker, and I would ask you to come to the witness table if you might, while I do the introductions of the first two panelists.

The second panel will include nominees of General Matthew Quinn to serve as Under Secretary for Memorial Affairs, and Maryanne Donaghy, to serve as Assistant Secretary for Account-

ability and Whistleblower Protection, and Patricia Ross, to serve as Assistant Secretary for congressional and Legislative Affairs.

I have the honor of introducing General Matthew Quinn and Maryanne Donaghy. I will begin with General Quinn.

Retired Major General Quinn served nearly 37 years in our United States Army and Army National Guard, culminating in his selection as the 27th Adjutant General for the great State of Montana. He is a veteran of Operation Desert Storm and Iraqi Freedom, commanding soldiers at the company and battalion level.

Prior to selection as Adjutant General, Quinn was the President of Elm Locating and ELM Locating and Utility Services, while serving in the Montana National Guard as a traditional Guardsman. Like all National Guard Reserve men and women who serve, he carefully balanced his family, military, and civilian careers.

General Quinn has a bachelor's degree in electrical engineering from Montana State University, a master's of business administration from the University of Montana, and a master's of strategic studies from the U.S. Army War College.

General Quinn is married to Jody Quinn. They are the proud parents of five children: Jon, Braeden, Maddi, Kailyn, and Megan, ranging in ages from 32 to 18. They enjoy everything that Montana has to offer in the great outdoors while spending time with family.

I want to personally thank you, General Quinn, for your lifetime of service to the men and women in uniform.

Next we have Maryanne Donaghy who has been nominated to serve as Assistant Secretary for Accountability and Whistleblower Protection. She is an attorney and senior advisor at the Biden Institute at the University of Delaware, her alma mater.

The nominee started her career as a certified public accountant. She attended Temple University School of Law in the evening and practiced law in Philadelphia, Pennsylvania. She was a Federal prosecutor for many years and worked both in the U.S. Attorney's Office in the Eastern District of Pennsylvania and Delaware, where she focused on white-collar fraud.

Since leaving the Department of Justice, Ms. Donaghy has counseled numerous organizations, including nonprofits, large corporations, and government agencies on response to Federal, State, and congressional investigations and on building effective compliance programs. Working with the Inspector General of Philadelphia, the nominee established a fully functioning Inspector General's Office for the Philadelphia School District.

She is a founding committee member of the Veterans Committee for Delaware State Bar Association.

She is married and the mother of three sons, one of whom currently serves in the Navy and another who is a Marine Corps veteran.

I want to thank you, Ms. Donaghy, for being here today and for your great work that you have done throughout your life.

Next we have the high honor of having Speaker Pelosi here today, who is going to introduce Ms. Patricia Ross, who is nominated for the Assistant Secretary of congressional and Legislative Affairs. And on a side note, I must say she must have been a heck of an employee because I know you have got a lot of important things to do, Madam Speaker. But it is great to have you here.

STATEMENT OF THE HON. NANCY PELOSI

Ms. PELOSI. Thank you very much, Mr. Chairman. It is with great respect for this Committee and its proud bipartisan spirit and tradition of serving our Nation's veterans and their families and caregivers that I come before you today. I join you in saluting General Matthew Quinn and Maryanne Donaghy for their service and prospects, and wish them well as they go forward.

But I am here today to talk about a gold-standard of service from my office. I say that to you because I know your work honors our responsibility to ensure the justice we pledge to leave no soldier on the battlefield. When they come home we need no veteran behind. And that is the spirit and the mission of my senior policy advisor, nominated for Assistant Secretary for the Office of congressional and Legislative Affairs, Patricia Ross.

She comes here, as many of us do, strengthened by the love of her family. Let us acknowledge her mother, Nancy, her sisters, Michelle and Barbara, and her partner, Tim.

President Biden has chosen an expert domestic policymaker in appointing Patricia Ross to this critical position. Patty, as she is known, has served in my office for over a decade, where she has been an invaluable asset to our entire Congress, our caucus, but more importantly, to the people that we serve.

Her portfolio spans a significant portion of domestic policy—agriculture, nutrition, education, and labor—and veterans military families and caregivers. Patty has earned the respect of members and staff on both sides of the aisle of her work, but particularly for her iron-clad commitment to our veterans. Coming from a long line of veterans, this dedication is in her DNA. As Speaker, I have seen her commitment firsthand, including her work leading my VSO, Veteran Service Organization, Roundtables, which ensure that veterans have a seat at the decisionmaking table.

Indeed, one of the many strengths that Patty brings is her expertise as a consensus finder, coalition builder, a listener, and a leader, someone with the courage and character to fight to ensure that Congress and our constituents have a voice at the VA.

President Biden and Secretary McDonough have made the well-being of our veterans as a top priority, and their mandate includes crushing the coronavirus as the pandemic tests VA's readiness, providing timely, inclusive, and world-class health care for all veterans including those suffering the hidden wounds of war, helping veterans build civilian lives of opportunity and prosperity worthy of their sacrifice, and building trust so that we can keep faith with families and caregivers.

As a true partner of veterans, Patty will rise to this responsibility, and really to Senator Sullivan's Statement, she is ready to kick butt—I won't go to his word—and take names. Right, Patty?

Maggie, forgive me. Madam Senator, forgive me.

Patty has helped coordinate congressional delegations including to France to mark the 75th anniversary of the allied D-Day landing in Normandy, where we honored our veterans, and to Belgium and Luxembourg, to mark the anniversary of the Battle of the Bulge. That visit, we were honored to meet with World War II veterans, in both visits actually, including one man in his 90's, who spoke for America's veterans at the anniversary of the Battle of the Bulge.

He joined the King of Belgium and the Grand Archduke of Luxembourg and the President of Germany, and he, as a representative of our veterans, he said, his message to us was simple when he said, "Pray for peace."

It is with great confidence that I can say that Patty Ross, if confirmed, will be a powerful force for peace, for our veterans, their families, and caregivers.

Thank you for the opportunity to appear before you and to introduce President Biden's nominee for the Assistant Secretary for the Office of congressional and Legislative Affairs, Patty Ross.

Thank you, Mr. Chairman. Thank you, Senator Hassan. Thank you, members of the Committee.

Chairman TESTER. Thank you, Speaker Pelosi. Thank you very, very much for coming and introducing Ms. Ross. I would invite you to take a seat behind the panel.

Ms. PELOSI. Thank you, Mr. Chairman.

Chairman TESTER. Absolutely, and thank you for being here. It is an honor to have you here.

General Quinn, Ms. Donaghy, Ms. Ross, please come forward and take your respective places at the witness table, and in a moment I will execute the oath.

[Pause.]

Chairman TESTER. I would ask all three of you to stand and raise your right hands.

Do you solemnly swear or affirm that the testimony you are about to give before the U.S. Senate Committee on Veterans' Affairs will be the truth, the whole truth, and nothing but the truth, so help you God?

General QUINN. I do.

Ms. DONAGHY. I do.

Ms. ROSS. I do.

Chairman TESTER. Let the record reflect that all three witnesses, all three nominees, answered in the affirmative.

General Quinn, you are now recognized for up to five minutes for your Statement.

PANEL II

STATEMENT OF GEN. MATTHEW T. QUINN

General QUINN. Chairman Tester, Senator Moran, distinguished members of the Committee, thank you for the opportunity to appear before you today. I am honored to once again be before this Agust body, although today in a much different capacity. When I previously testified, I discussed the ongoing crisis of veteran suicides and actions we were taking in Montana to address them.

Today, however, I ask for your support to serve as the Under Secretary of Memorial Affairs for the National Cemetery Administration in the Department of Veterans Affairs. If confirmed, I will work with Secretary McDonough in ensuring our veterans are provided a final resting place that is a lasting tribute to their selfless service.

First, I must thank my family, especially my wife, Jody, who is here with me today, and as importantly my children, Jon, Braeden, Maddi, Kailyn, and Megan. I truly am blessed with an incredible

family who have supported me throughout my military service, and continue to support me as I seek to continue my service for our veterans and their families. As is true of so many military families, they have sacrificed so much so that I could serve in our Nation's military.

For nearly 37 years, I have stood shoulder to shoulder with fellow soldiers, sailors, airmen, Marines, and Coast Guardsmen, at home and abroad. I understand the needs of our servicemembers, their sacrifices for our Nation, and the debt we owe them.

I cannot and will not forget my service in our National Guard, women and men in all 54 States, territories, and the District of Columbia who stand ready not only as the operational reserve of our U.S. Army and U.S. Air Force, but also respond daily to the needs of their fellow citizens here at home. I have served with them as they performed security missions in Iraq and while they provided comfort to our nursing home residents who were unable to have family visitors during the COVID pandemic. These women and men continue to faithfully serve this Nation, their States, territories, and the district, and it has been my honor to serve alongside each of them. They are why I am able to appear before you today.

If confirmed, I commit not only to this Committee, but to our veterans and their families that the National Cemetery Administration will have as an absolute priority, national, tribal, and State veteran cemeteries across our land at which our veterans will be laid to rest in a place befitting their deserved honor. This is our Nation's final opportunity to honor our fallen veterans and to thank their families for their sacrifices.

Some of my most distinct memories from my time as Adjutant General for the Montana National Guard have been interment ceremonies at which I had the honor to present our nations flag to family members of fellow veterans. The solemnity of that moment, with a family paying final tribute to the service of their loved one, will never be lost on me, and if confirmed, it is precisely that occasion, that final moment of gratitude, that will carry me forward as Under Secretary for Memorial Affairs.

My grandfather, Virgil Van Fossan, a World War I veteran, is buried in a veterans cemetery, along with my grandmother, Marie. My father, Daniel John Quinn, a World War II and Korean War veteran, is buried in a Montana State veterans cemetery, along with two of his veteran brothers, Don and Frank. I walked those grounds the other day to reflect on their service and to once again realize the importance of our Nation's veteran cemeteries.

If confirmed, you have my commitment to ensure our veteran cemeteries and our veteran memorial programs will forever honor those who have served. The actions taken today within the National Cemetery Administration lay the foundation for our ability to provide a final resting place and lasting tribute to their service and sacrifice.

I am truly humbled to be considered to serve as the Under Secretary for Memorial Affairs, and I thank Secretary McDonough and President Biden for this nomination. I ask for your support in allowing me to join with you and all our dedicated VA professionals, especially those within the National Cemetery Administration, in

ensuring our veterans are honored and remembered for their selfless service.

Thank you again, Mr. Chairman, and members of the Committee. I look forward to your questions.

Chairman TESTER. Thank you, General Quinn.

I am going to start with an apology to Ms. Donaghy. I renamed you, but what the heck. You can reclaim your old name back, and you are now recognized for 5 minutes.

STATEMENT OF MARYANNE DONAGHY

Ms. DONAGHY. Thank you. Chairman Tester, Ranking Member Moran, and to the distinguished members of this Committee, I thank you for your time today, and I approach this Committee with a deep respect for its role in ensuring that our Nation fulfills its obligation to serve our veterans in recognition of the sacrifices that it takes to serve in the Armed Forces.

I thank you for your consideration of my nomination, and for the advice and thoughts that the members of this Committee and its staff have provided during this process. I commit to maintaining that dialog if I am confirmed.

I would like to acknowledge my family, my husband of 36 years, Andrew, who is with me today. We have three sons, a daughter-in-law, and another who will be a daughter-in-law in 10 days: Hank and his wife Jill; Andrew and his fiancée, Kait, and my youngest son, Connell, who is in California. Hank and Andrew are with me today. I would also like to acknowledge my mom, Mary McGeehan, who I am sure is watching this hearing now. There are many forces that have brought me here today, but fundamentally it is family, and I thank them for their love and support.

I am humbled and honored to be nominated to be the Assistant Secretary for Accountability and Whistleblower Protection at the VA. I approach this position from a deep personal belief that aligns with the principles that our President and the Secretary have set for the VA, that serving our veterans is this country's most sacred obligation.

For me, this belief is rooted in a love of my country, but it is cemented by the personal experience of being a military family. My son, Henry, is a Lieutenant Commander in the U.S. Navy, and serves on submarines. My son, Andrew, is a veteran, having served as an Infantry Officer in the Marine Corps. My father served in the Army, stationed in Germany in the late 50's. As a young Marine, my father-in-law fought in the Battle of Iwo Jima. His father also enlisted in the Marines at a very young age, fought in World War I, and was wounded at the Battle of Belleau Wood.

I know the sacrifices of deployments, the character that it takes, and the life-altering experiences that come with having served. I will bring this perspective to everything that I do if I am confirmed. It is why I am here, and I would be very grateful for the opportunity to work for the mission of the VA.

Secretary McDonough has communicated his priorities for the VA and emphasized his commitment to a safe, inclusive, and empowering workplace for VA employees. He has also communicated that accountability is important, because failure to meet the stand-

ards of the VA workplace is a failure to serve veterans. I know that the members of this Committee share this belief. I do as well.

I truly believe that the VA cannot fully meet its mission without continuous vigilance to ensuring that its employees, many of whom are veterans themselves, are empowered to do their jobs, and to actively participate in continuous improvement of the VA without fear of retaliation.

I respect the role of oversight by this Committee, and I believe that through the Accountability and Whistleblower Protection Act, Congress has given the VA tools and structure to meet some of its most pressing cultural challenges. I am committed to the principles set forth in the act.

I am aware that the VA's Office of Accountability and Whistleblower Protection has experienced significant challenges since its inception. I have deep and varied experience in investigations, implementing strategies that improve culture, and leading functions within organizations that are designed for objective and deliberate analysis of problems. I believe that this experience would serve me well to lead the office, and if confirmed, I pledge to give it my all to lead with integrity, objectivity, and excellence in its work product. The office will be committed to the protection of whistleblowers, and work with the Secretary to foster a culture that supports every employee to do their personal best job to serve our veterans.

I feel humble, honored, and very lucky to have this potential opportunity to serve my country, the VA, but most important, the veterans who are owed our best. Thank you and I look forward to answering your questions.

Chairman TESTER. Thank you very much. Ms. Ross, you now have 5 minutes.

STATEMENT OF PATRICIA ROSS

Ms. ROSS. Thank you, Chairman Tester, Ranking Member Moran and members of the Committee for the opportunity to testify today. I am deeply honored to be nominated by President Biden to serve as the Assistant Secretary of the Office of congressional and Legislative Affairs at VA.

I want to thank Speaker Pelosi for introducing me today. She has shattered the marble ceiling with her leadership in Congress, but it is her dedication to honoring veterans that inspires me so much. It was the honor of a lifetime to join her at the commemorative events for the 75th anniversaries of the D-Day landings in Normandy and then the Battle of the Bulge.

My time as a congressional staff member, both in the Speaker's personal office as well as on her leadership team, have provided me the opportunity to engage directly on policy issues impacting veterans and their families. Working on these important issues has allowed me to earn the trust, respect, and partnership of staff and members on both sides of the aisle and the Capitol, as well as the Veteran Service Organizations. I am proud of the bills that I have been a part of over the last decade. They have changed the lives of veterans.

These pieces of legislation demonstrate the nature of the Veterans Committees—prioritizing service to those who have served,

irrespective of partisanship, and always getting the job done for veterans.

If confirmed, I have three goals: build trust and strengthen the partnership between VA and Congress, fulfill the legislative priorities of the President and Secretary, and honor the mission of VA.

I join Secretary McDonough's unequivocal commitment made to Congress. I will continue to fight relentlessly for all veterans. I will work my hardest to continue honoring the bipartisan tradition of fulfilling our sacred obligation to leave no veteran behind when they return home.

I have a unique perspective on the relationship between VA and Congress. I have myself been in the position of wanting better, more timely information from the Department, so I recognize and understand the frustrations felt by this Committee.

I also know that VA cannot succeed without Congress. If confirmed, I will work within the Department to ensure the Committee and the Congress are seen as partners with the same objectives. I believe my colleagues would tell you that I have a reputation as an engaged listener and learner, a collaborator and consensus builder, and a reasonable, responsive, honest, and transparent partner.

I come to the table with an understanding of the challenges facing VA from the perspective of the constituents who call your office. I know what you need to respond to their concerns, and if confirmed, I would be their advocate in the Department.

My work for veterans and the family behind the uniform is personal. I am the proud partner, granddaughter, niece, and daughter of veterans. My grandfather, William Kendrick, the inspiring force behind my career choice and decision to move to D.C., took a leave of absence from Duke University in 1942 to enlist in the Navy and serve during the Second World War. My uncle, Dr. Peter Ross, is an Army retired colonel after 37 years of service. My partner, Tim Bertocci, who joins me today, is a West Point graduate and served as an Army Armor Officer, including three deployments to Iraq, Kuwait, and the Republic of Korea. Tim, like so many others he served with, rely on VA. They are the reason for my call to serve and ensure VA is well-positioned for all veterans.

I would also like to thank my mom, also Nancy, and sisters, Michelle and Barbara, who join me today. I look forward to answering your questions. Thank you.

Senator HASSAN. [Presiding.] Well, thank you, all three of you. This is an extraordinarily distinguished panel of nominees, and we are lucky for your service and your willingness to serve. And we thank your families too, because this is a family affair, and it takes the whole group to support somebody in the roles that you have all been nominated for. So thank you and thank them.

I do have a couple of questions, and as you can see, the Ranking Member has now come in, but we are in the middle of votes, so I apologize for the scattered attendance from the Senators.

Major Quinn, I want to start with a question for you—Major General Quinn. Sorry. Under current law, in order to receive VA grant money for improvements, State veteran cemeteries are barred from interring many National Guard members and reservists. These National Guard servicemembers signed up to protect

and give back to our country. That is why I joined the New Hampshire delegation in proposing legislation that would expand eligibility to help ensure that these veterans may also be buried at State veteran cemeteries. New Hampshire's veterans cemetery is one of the most beautiful places, in a beautiful State, and it is a place of extraordinary reverence.

So Major General Quinn, will you commit to working with our office on this matter that is so incredibly important to Granite Staters?

General QUINN. Senator, 28 years I have served with incredible women and men in the National Guard across this Nation. You have my commitment to work on that with your office, yes, ma'am.

Senator HASSAN. Thank you very much.

Ms. Donaghy, I really enjoyed our conversation the other day. Thank you for taking the time to have it. The VA has routinely dismissed whistleblower claims, including whistleblowers at VA facilities that Granite State veterans rely on for their care. In March of this year, the Office of Special Counsel again found a VA response to a whistleblower complaint to be unreasonable, this time regarding allegations at the White River Junction Medical Center, which serves many Granite State veterans.

Misconduct and poor performance allegations like the ones at White River Junction need to be taken seriously. This case is just one example where the VA failed to treat allegations seriously and failed to safeguard whistleblowers. The highly concerning pattern of the VA mishandling whistleblower complaints put our veterans at risk by contributing to a culture of silence and retaliation.

So Ms. Donaghy, if confirmed as the Assistant Secretary of Accountability and Whistleblower Protection, how will you work to safeguard whistleblowers from retaliation and change the VA's culture in this area?

Ms. DONAGHY. Thank you, Senator, for that question and also for our conversation. I have three goals to lead the Office of Accountability and Whistleblower Protection, which is an office that I believe the Congress has given tools to fight exactly the problem that you are discussing.

First it is to lead the office with integrity, with objectivity, and with excellence in work product. Second, to communicate the importance of whistleblower protection, both internally and externally. But tying back to that first goal, again, to be vigilant in executing on that principle with excellence in work product.

And finally, I believe that whistleblower protection for misconduct and that sort of thing, that is a given in an organization. It is the minimum that an organization needs to do be fully functional. But an organization can really not truly meet its mission unless it protects whistleblowers and cultivates a culture where employees can speak up and make good change.

Senator HASSAN. Well, thank you for that. Will you also commit to reviewing the handling of whistleblower claims at White River Junction and working with our office in this matter, and any others that arise, should you be confirmed?

Ms. DONAGHY. I will commit, Senator.

Senator HASSAN. Thank you. Another question for you, Ms. Donaghy. The Office of Accountability and Whistleblower Protec-

tion has a mandate to accept and investigate cases of wrongdoing involving senior leadership. The VA Office of Inspector General reported in 2019 that the office declined to investigate certain cases, even though they were mandated to do so.

So what is your understanding of the Office of Accountability and Whistleblower Protection's mandate, and how will you prioritize holding senior leadership at the VA accountable, if needed?

Ms. DONAGHY. So, Senator, I commit to executing on the mandates of the act, according to the way the Congress intended that to happen, and I look at the role as being almost threefold: a vigilant voice for whistleblowers, which we just discussed in the last, but also to fulfill that independent, investigative role that Congress has given to this office for senior leader misconduct and for retaliation for whistleblowers by supervisors. And I commit to executing on the mandates of the act the way Congress intended.

Senator HASSAN. Thank you very much.

Senator MORAN. [Presiding.] Senator Hassan, thank you. Again, I appreciate your apology on behalf of all of us for the convoluted nature of this hearing. Senator Tester, or Chairman Tester, will return and I will go vote on the second one. He is voting on the first one and the second one. But thank you. I am sorry I was not here for your introductions, and I am pleased that you are present with us today and willing to serve America's veterans. And so I thank you for your public service and your future public service.

Let me start with Ms. Ross, in part, what I ask a number of our nominees at the Department of Veterans' Affairs. My time in Congress, which included 14 years in the House and on the House Veterans' Affairs Committee, I received the best direction for what I ought to be doing in the job when I visit with Kansans and look at the casework that comes into our office. It comes to me sometimes in person, but often my tremendous staff in Kansas is out trying to solve a problem that has been created, or a problem that has not been solved by the Department.

The majority of our casework in our office involves veterans, so it is a significant component, and it is actually one of the most meaningful parts of the job I have as a United States Senator is solving individual problems for veterans.

Do you have ideas, Ms. Ross, on how the VA and Congress can better address casework from both a process perspective and also just in addressing specific issues? I do not know exactly what your experience is with the Speaker's office, but you surely are familiar with casework. Is there something that you all could do better, or we could do better to solve problems?

Ms. ROSS. Senator, thank you for that question. It is an important one I know a bit about. I worked in both her personal and leadership office. I have answered the letters, taken the calls, had the meetings with constituents and community leaders, and it is that input you get from your district offices, your caseworkers, and your staff that trickles up the idea to a bill. And it is that input and that feedback that is so imperative in terms of, in my view, the roles and responsibilities of the Assistant Secretary.

The Secretary has made it clear to me on the importance of the relationship between VA and Congress as mission critical. He places so much significance on congressional input that he picked

a congressional staffer for the role. And in my perspective, I understand the pressures and the constituent interest to that very granular detail you hear back from veterans and constituents in your State, and how that is the issues and those are the challenges you want to address.

In terms of that information, VA benefits from it. VA benefits from that input and informs better policy. To me, I think, if confirmed, it would be my goal to better improve that connection between that feedback and VA decisionmaking, and in terms of also the, if confirmed, raising these priorities consistently throughout the Department so that a global view of what is going on the ground is trickled up.

Senator MORAN. Thank you very much for that answer. In addition to that, Ms. Ross, I would suggest to you that in many instances it appears to me that the VA is interested in solving my problem—let's take care of it—but what that then misses is even if we have solved the problem for a veteran, many of the experiences or challenges a veteran faces is something that is experienced by other veterans. And so it is not just a piece of casework. There is a systematic or systemic aspect to casework that the VA also needs to address, in many of those circumstances. That makes sense to you, I assume.

Ms. ROSS. It does, Senator. And I would say I will echo that it is imperative to ensure that within the Department that Committee and Congress are seen as partners with the same objectives.

Senator MORAN. Thank you very much.

Ms. Donaghy, in your opinion—let me set the stage for this question. The VA recently announced the suspension of Section 714 of the Accountability and Whistleblower's Protection Act for over 200,000 employees represented by AFGE. This provision gave the Secretary enhanced authority to carry out discipline for poor performance and misconduct, Section 714 did.

In your opinion, does this action make it easier or harder to stamp out misconduct, including whistleblower retaliation?

Ms. DONAGHY. Thank you, Senator. I believe that with the Whistleblower and Accountability Act, including the changes to 714, that Congress has given us the tools, both for frontline correction through investigations and the structure for the VA to move forward. I also believe that it is a catalyst for long-term cultural change and that the VA must and should execute on the act as Congress intended.

Senator MORAN. Thank you. I am running out of time. I am going to see if I can get a question in for General Quinn. The VA strategy to provide veterans access to national or State veterans cemeteries relies on targeting the Veterans Cemetery Grants Programs to reach the most veterans with unmet need. A 2009 GAO report found that the data NCA uses for awarding these grants lacks precision.

If confirmed, what would you do to evaluate the current grant award process and make certain that the VA has the best data possible to drive those grant decisions?

General QUINN. Senator, thanks for the question, and certainly, if confirmed, one of the first things I will look at—I believe in the importance of the State and the tribal grant program, in addition

to the National Cemetery Program. One of the first actions I will take is to look at how we better serve those veterans for our State cemeteries as well as the tribal cemeteries.

Senator MORAN. Thank you. General Quinn, I would indicate to you that I think that often the memorial affairs aspect of the Department is forgotten sometimes by Congress, perhaps by others. And I just would offer to you that if you are confirmed and in the position I look forward to working with you to be a voice for your concerns and how we could improve how we care for our veterans no longer living, and their families.

General QUINN. Senator, it is the last opportunity for us to thank that veteran and their family for the sacrifice, so I look forward to that, if confirmed. Thank you.

Senator MORAN. Thank you. Thank you for your service.

General QUINN. Thank you.

Senator MORAN. Senator Boozman?

SENATOR JOHN BOOZMAN

Senator BOOZMAN. Thank you very much, and thank you all so much for your willingness to serve. All of you have excellent reputations, and I think we look forward to working with you in the future, so that is good.

Ms. Ross, the Office of congressional and Legislative Affairs assists Members of Congress and our staffs in all matters involving the VA. As you know from your own experience, the relationship between Congress and the office that you will be representing is so incredibly important. If confirmed, will you commit to working with staffs on both sides of the aisle and making sure that we stay informed on the workings within the VA?

Ms. ROSS. Senator, absolutely.

Senator BOOZMAN. Very good. And I think I am going to get to meet with some of you all. Well, I am going to meet with all of you, either on the phone or in person, so I look forward to doing that, and really just delve a little bit deeper into just various issues. But again, I look forward to voting for you, voting you out of Committee, and I think that you are going to do great.

One thing, Ms. Ross, I will give you your first assignment. I want you to tell those at the VA that I am very concerned about a bill that we are going to have this week, next week I guess, and we have asked for a score. We have asked for the VA's recommendations as to how we would implement it, what would happen if we did it. We are talking about a bill that potentially could increase—I am the Ranking Member on the Military Construction in VA Appropriations—a bill that could potentially increase the VA budget by 50 percent. But the VA has not been forthcoming. They will not come over and visit with us and tell us how they would implement that.

So, as you can see, I am very upset about that. We need a score. We need the VA to weigh in. This is major stuff.

I have co-sponsored two of the bills within the bill, and it is good legislation. Two of the bills I have not co-sponsored because I do not understand the effects. But I do understand, as Ranking Member on the Appropriations Committee that funds this, that if it truly did cost—we increased by 50 percent, then we would have

real concerns as to how that would affect the rest of the VA programs and how they would implement that.

So that is your first job. And as you can see, being around here is not easy, but we do appreciate your willingness to serve. And I thank all of you all, and I really do look forward to working with you in the future. Thank you.

Ms. ROSS. Thank you, Senator.

Chairman TESTER. Mr. Ranking Member, are you going to recognize me? I just want to make sure.

Senator MORAN. I recognize the Chairman of the full Committee.

Chairman TESTER. [Presiding.] Thank you very much. I appreciate that very much. I just want to say thanks to Maggie Hassan and thank you, Senator Moran, for doing this Committee. We are in a series, as you guys already know, of a couple of votes, which are also very important.

This is for all the panelists, and we will just go from left to right, starting with you, General Quinn. What is your motivation to serve in the position to which you want to get confirmed?

General QUINN. Senator, 37 years, nearly 37 years serving alongside fellow servicemembers and the ability or the opportunity to move forward and serve veterans who have served, that I have served with. That is the motivation. It is another calling to serve, and, Senator, I believe in selfless service.

Chairman TESTER. Ms. Donaghy?

Ms. DONAGHY. Thank you, Senator. For me it is personal. I have always been committed to veterans' issues, but with some of the family ties you heard about in my opening Statement, it becomes very personal, and it is why I am here.

From a professional perspective, I have deep experience in the kinds of issues that the Office of Accountability and Whistleblower Protection is facing. I believe from that experience I can make a difference. And frankly, at this part of my career, my heart is meeting my career experience, and I would just be very grateful for the opportunity.

Chairman TESTER. Ms. Ross?

Ms. ROSS. Mr. Chairman, my work for veterans and the family behind the uniform is personal. My grandfather is a World War II veteran. My partner, who is here today with me, is a post-9/11 veteran, a West Point graduate. He is enrolled in VA. And it is an honor to be considered for a position that might impact VA for the future, an organization he is going to have to rely on. They are my inspiration and call to serve.

Chairman TESTER. Thank you all for that answer.

General Quinn, last year we passed a bill that I sponsored, increasing the State, county, and tribal cemetery grants from $5 million to $10 million. The purpose of this was to give more assistance to entities wanting to provide improved burial options for our Nation's veterans.

Could you describe some of the challenges rural veterans have in identifying burial options close to their families?

General QUINN. Thanks, Mr. Chairman. As you know and are aware, 94 percent of our veterans live within 75 miles of either a national, State, or tribal cemetery, but as mentioned before, those State and tribal cemeteries, the more that we can provide those

burial options, those places of honor for our veterans across this Nation is critical. And that is where I think we can expand upon State and tribal cemeteries as we look forward, as well as our national cemeteries.

Chairman TESTER. General Quinn, how do you ensure that rural and tribal cemeteries stay competitive in the grant process?

General QUINN. Mr. Chairman, I believe it is through communication. When I took over Department of Military Affairs in Montana, one of the first things that I did is went around the State and visited with those who were receiving Homeland Security or FEMA grants. I would take, if confirmed, that same action to ensure that our States and tribal members understand the grant-making process, what it takes to get a grant and what it takes to build that place of honor for our veterans.

Chairman TESTER. I am going to close this out because the questions have been asked. I just want to say to you three and to Mr. Remy, before you, thank you very much for your willingness to serve. All three of these positions are very important positions. They come with a lot of responsibilities. And I think that your commitment to do what is best for the veterans of this country is what all the people around this table want. They want to make sure our veterans get what they deserve, what they have earned.

And I will tell you, each one of your jobs needs a particular skill set, and I will tell you that I think that all three of you are up to that task. And I think that given the opportunity to do what is right in the Veterans Affairs Department, I think you guys will rise to the occasion. So I appreciate your willingness to step forward.

Before I have the closing comments here I just want to say something, and you guys are probably sitting here going, you know what? We are in a confirmation hearing and you guys are talking about bills that are flying by, and toxic exposure, and all this stuff.

We have a toxic exposure hearing next week. It is a big bill. As you folks know that have been in the service, toxic exposure is something that has been around for a long time, since mustard gas, or World War I, actually, but more significantly during Agent Orange and now the burn pits. I shouldn't say "more significantly"—equally as significant.

This is an issue that the VA has not tackled or Congress has not tackled it either. There have been many bills. My Ranking Member, Senator Boozman, Senator Sullivan, Senator Tillis—go around the table. We have all had a bite at this apple. I think there is genuine belief that we need to get toxic exposure solved. Why? Because we do not want Congress making decisions on toxic exposure. We want the VA. And we want the VA to have a process, and we want them to have a process that does not break the bank but does right by our veterans. And so that is why there has been so much conversation about this.

I would just say to the Ranking Member and to Senator Boozman both, who are incredibly good friends of mine, that we will work together and get this bill done in a way that meets the needs of veterans and that will not break the bank. That is my commitment to you guys, and to this Committee.

So next week it is going to be fun. We will have some great conversations, and I look forward to it. And in the meantime I look

forward to working with both of you to make sure that we get this bill across the finish line.

So I want to thank this Committee for its commitment to bipartisanship, not only for the nominees that are here today but every other issue that comes before this. I want to thank the nominees for their willingness to serve.

And for the information of all the members who may still be on, or their staff who are listening, questions for the record need to be in by 5 p.m. tomorrow to the committee clerk. And those questions are the questions regarding these four nominees. And the record of the hearing will remain open until that same time for any additional comments that folks may want to make.

Senator MORAN. Mr. Chairman, would you recognize me?

Chairman TESTER. I would recognize you with pleasure, Senator Moran.

Senator MORAN. Mr. Chairman, thank you. Thank you for your comments about the importance of toxic exposure and the need for Congress to act. That is a shared value. And thank you for your comments about not breaking the bank. That is certainly an issue. But I would put it in different terms, trying to make certain that decisions we make that require the VA to spend money for one veteran does not diminish the services for another veteran, and also to make certain that work product we conclude our deliberations on is operationally workable within the Department of Veterans Affairs, and particularly the previous panel had—Mr. Remy had questions about providing views and estimates and direction for the Committee from the Department of Veterans Affairs. And it is something that has been lacking. In the meeting we had in this room a week or so ago, the VA provided—I mean, they were neutral. They were silent on the value of the things we were discussing.

And I know the VA is working on their own efforts on determining what should be done on toxic exposure, and I again think that we have a number of issues that need to be resolved before we are ready to make a conclusion in regard to what a VA toxic exposure bill should look like. And one of the most important things to me is that we have the input from the Department before we make decisions that dramatically affect them, but more importantly, dramatically affect the veterans that we want them to serve, and they do serve.

So, Mr. Chairman, we have said this so many times, and I say it again. It is true, and it is not rhetoric. It is not just political pandering. We will work this out. We will work together. This is an effort to make sure that the Republican members and the Democratic members have an opportunity to get this right as best we know how.

Senator BOOZMAN. Mr. Chairman, I would echo what both of you said. I have got complete confidence in you. We have worked together on a number of bills, and you have worked with several others, and we can be very, very proud of what the Committee has done.

This is something that is so, so very important, and so I think all of us want to get the same thing. And again, I understand, you know, in the sense of not breaking the bank, you know, but I agree

with Senator Moran, and I agree with you too, in the sense that you do not mean that in the sense of we want to go on the cheap, by any means. We want to do whatever is necessary. This is a contract that we have signed with our veterans, and we want to give them the benefits they and their families deserve.

But it is a high-stakes thing, and I am disappointed that the VA simply refuses to show up and respond to, you know, how this is, you know, such a dramatic thing, would it affect them, and making sure, you know, when you are talking about—and we do not know yet—but when you are talking about significant expense and maybe affecting—we raised VA funding last year 12 percent, I think. We can be so, so very proud of that.

But on the other hand, again, we are talking about significant things going on that we need their input. That was my frustration.

Chairman TESTER. There is no doubt about that, and I will just say this. We had Mr. Remy up here that talked about the JEC. And the truth of the matter is, if we are going to solve things like Agent Orange exposure, burn pit exposure, we need to stop it from happening to begin with. And that is where that position is so important, to be able to talk to the DOD from a VA standpoint, saying, "All right, guys. If you know this was coming down, you know, get the incinerators instead of the burn pits, and get this done so we are not exposing our veterans."

I will say this, so that you guys know where I am coming from. If we are going to get the information we need, we have got to get this bill out, because everybody will be in neutral if we do not. By the time we get this bill to a point—and I have made this commitment to the Ranking Member—I am not bringing it to the floor unless Jerry Moran is OK with bringing it to the floor.

So if we are going to get the VA to step up, if we are going to get OMB to step up, if we are going to get the Congressional Budget Office to step up, if we are going to get our staff to step up, if we are going to get everybody on the same end of this rope, pulling in the same direction, I think we have got to set the mark in the sand. We have got to lay the line down. And I really do believe that. I think if we do not, come October, you and I and Jerry Moran and everybody else on this Committee that thinks this is such an important issue, we will be saying, "Gosh, this is really an important issue," and we will not have put the ball forward.

So, you know, trust is an amazing thing, and it is what we have far too little of in this Congress, whether you are talking the Senate or the House. The three of us, I believe there is a trust here. And I can tell you that because of that trust—and it was there with the previous Chairman too, Johnny Isakson—because of that trust, I think we can do some good things. But we all know that things do not happen by accident around here. We have got to push the envelope, we have got to demand excellence, just like they do in the military, and just like we demand of our VA, by the way, and we have got to make sure people deliver. And I do not think it is going to be possible to do that unless we get the ballot.

One last thing. John Scott Hannon—big bill. Mental health bill. Incredibly important bill. We passed it out with all the questions asked. We got the questions answered after it was out of Committee. Same thing with Deborah Sampson. The fastest-growing

part of the VA is women veterans. We passed it out, we got the questions answered, and we got the bill passed. Both of them were successful. And I would say one thing. On Blue Water Navy, CBO came in with an estimate that would make—well, maybe not my hair curl, but everybody else's hair curl. It was a big estimate. They are about 75 percent wrong. And I think—in fact, I don't think, I know, because, quite frankly, the chap who shot from the hip on the cost of this was shooting from the hip. I am not being negative. I am not going after him. They have got a job to do, and it is a hard job.

Go ahead, Jerry.

Senator MORAN. Chairman, thank you. I had a conversation today with Secretary McDonough by phone on this topic, and I would use this opportunity. I know that none of our panelists, none of the folks who are here pursuing confirmation have the ability to speak for the Department of Veterans Affairs, and so I am not asking that. But I know that the Legislative Affairs folks are in the room, and I cannot imagine that the Secretary and his team are not paying attention to today's hearing.

What you just said, it is one more opportunity for us to send the message to the Secretary and the Department that we need your help, and you have an opportunity to help us now, as the Chairman intends to move a bill. So please engage with us to try to achieve my goal of making sure that we have a bill that is operationally functional for the Department and does not detract from any veterans who are currently receiving services by creating a different way that the money is going to be spent that we provided.

I would use this moment to compliment Senator Boozman, or highlight. He is certainly a senior member of this Committee, but he is also perhaps more important than either one of us, although you may be on the Committee that funds the Department of Veterans Affairs. But Senator Boozman has been the Chairman of MILCON VA, the Appropriations Subcommittee, and is now the ranking Republican. So he has interest in this topic beyond just being an authorizer. There are consequences to all three of us who are appropriators, ultimately, for the Department of Veterans Affairs.

And finally, Mr. Chairman, I would say that while there is always a belief that Republicans and Democrats do not talk together, we do not associate with each other, we never work things out, we are doing it in public today, in front of all of you, and in front of whoever else is listening. So we do have conversations, and they are not always this public. But I am delighted that you started this conversation, and again, we are interested in solving problems and we are interested in helping you accomplish that.

Chairman TESTER. I would second the comments you just made, and hopefully folks above are listening, and we can move forward on this.

I apologize to the nominees for having to listen to the conversations of trying to get legislation done, but nonetheless, once we get done with our work then you guys have got to implement it and get it done, and get it done right. So we thank you for being here.

With that, this hearing is adjourned.

[Whereupon, at 5:04 p.m., the Committee was adjourned.]

APPENDIX

Material Submitted for the Hearing Record

STATEMENT OF DONALD M. REMY,
NOMINEE TO BE DEPUTY SECRETARY,
DEPARTMENT VETERANS AFFAIRS

Thank you Chairman Tester, Ranking Member Moran, and distinguished members of this Committee. It truly is an honor to appear before you as President Biden's nominee for Deputy Secretary of Veterans Affairs.

I am deeply grateful to President Biden and Secretary McDonough for their confidence in me. And, if you all believe me worthy, for giving me the opportunity to serve our great Nation once again – this time alongside the men and women who are dedicated to delivering on America's sacred promises to our Veterans and their families. I also want to express my gratitude to Senator Cassidy for his kind introduction. Senator, if confirmed, I promise to make Louisiana proud.

Over the last week, I have had the opportunity to gather wisdom, advice and guidance from several members of the Committee and your staffs about how we can make good on our collective commitment to assist the caregivers, families and survivors who have played a critical role in support of our Veterans. I am a Veteran: yet I know I have a lot to learn about the Department of Veterans Affairs. I also know I share a passion for the mission of the agency with Veterans and non-Veterans alike who work at the VA and in these revered halls of Congress. Your expectation of transparent and timely communications, demand for strong leadership and accountability, and bipartisan engagement validate my unyielding desire to undertake this important task.

If I may, I would like to follow up on the brief introduction of my family.

With me today is my incredible wife, Alicia, who has been rock solid in supporting my desire to serve again.

Seated next to her is one of my closest friends, Major General (Promotable) Ronald P. Clark. Ron and I grew up together and as is true with many military families, his family is my family.

Also, with us today also are my two terrific sons, Alex and Jason. I could not be prouder of the young men they have become.

Chief among the reasons I sit before you today are my father Retired Army Master Sergeant Donald Remy, who was awarded the Bronze Star for his service in Vietnam and has relied heavily on his Veteran's benefits and my mother, Ann Remy. She

raised not just me, but my brother, an Air Force Veteran, and sister, as well as many other sons and daughters of our proud military community, like General Clark.

I have been given a clear mission by Secretary McDonough: To use all my experience, skills, and leadership capabilities as the Department's chief operating and management officer to help nurture a culture of excellence and motivate those around me to deliver on our shared values. Further, the Secretary has expressed that we must continue to provide COVID care and vaccines while immediately developing and executing on plans to appropriately re-introduce our workforce to a post-pandemic working environment. We also must assure that our human and financial resource management strategies are well-positioned for employee and organizational success. If confirmed, I will embrace these and other assignments with courage, fortitude and humility.

Throughout my career, I have been faced with difficult issues in complex organizations. I believe that those experiences make me well prepared to handle the variety of issues within VA and its community. They will be hard and multifaceted, but that is no excuse to not lean in and find suitable solutions. If confirmed, I will do my very best to help our team get it right.

Indeed, if confirmed, my initial goals will include:

Assure everyone in our workforce understands and embraces our collective commitments;

Working with this Committee and the professional team at the VA, guide modernization and innovation to Veterans programs, facilities and services, including the delivery of electronic health records modernization;

Listen to the needs and expectations of our Veteran's and their families and take timely meaningful action to assure we are meeting our mission.

To achieve these goals will require solid leadership, teamwork, transparency, and accountability. President Biden and Secretary McDonough have said that every American should embrace our responsibility to our Veterans and their families. If confirmed, I will work with this Committee, our civil servants, and among the VA's many internal and external stakeholders who have embraced this responsibility.

I am greatly humbled by the opportunity to support a system that has helped me and my family so much. We have benefitted from disability compensation, higher education benefits, home financing, medical care, life insurance, and burial

arrangements. Our experience, like most Veteran families across the land has been extraordinarily positive and in some measure life changing.

I'd like to close on what I believe is a call to action. During my professional journey, I have answered the call whenever the Nation has requested my service: whether on active duty; as a civil servant; or political appointee: the pentagon, judiciary or justice department. And, this time is no different. I am a Veteran and have a long family heritage of Veterans. My mentor, late Judge Nathaniel Jones was a World War II Army Veteran and attended college on the GI Bill. He often admonished us that to answer the call is not a choice, it is an obligation. His words echo in my heart.

I highly respect the constitutional role of the Senate to evaluate my qualifications and if confirmed, I will join Secretary McDonough and a strong team of leaders and professionals dedicated to delivering on our promises to those who served and their families.

May God bless all those who have fought and sacrificed for this Nation and may we be forever grateful. Mr. Chairman I am prepared to respond to any question from you and the Committee.

STATEMENT OF MATTHEW T. QUINN, NOMINEE TO BE UNDER SECRETARY FOR MEMORIAL AFFAIRS, NATIONAL CEMETERY ADMINISTRATION, DEPARTMENT OF VETERANS AFFAIRS

Chairman Tester, Senator Moran, distinguished Members of the Committee, thank you for the opportunity to appear before you today. I am honored to once again be before this august body, although today in a much different capacity. When I previously testified, I discussed the ongoing crisis of Veteran suicides and actions we were taking in Montana to address them. Today, however, I ask for your support to serve as the Under Secretary of Memorial Affairs for the National Cemetery Administration in the Department of Veterans Affairs. If confirmed, I will work with Secretary McDonough in ensuring our Veterans are provided a final resting place that is a lasting tribute to their selfless service.

First, I must thank my family, especially my wife Jody, who is here with me today, and as importantly my children, Jon, Braeden, Maddi, Kailyn, and Megan. I truly am blessed with an incredible family who have supported me throughout my military service and continue to support me as I seek to continue my service for our Veterans and their families. As is true of so many military families, they have sacrificed so much so that I could serve in our nation's military.

For nearly 37 years, I have stood shoulder to shoulder with fellow Soldiers, Sailors, Airmen, Marines, and Coast Guardsmen, at home and abroad. I understand the needs of our service members, their sacrifices for our nation, and the debt we owe them.

I cannot and will not forget my service in our National Guard; women and men in all 54 states, territories, and the District of Columbia who stand ready not only as the operational reserve of our US Army and US Air Force, but also respond daily to the needs of their fellow citizens here at home. I have served with them as they performed security missions in Iraq and while they provided comfort to our nursing home residents who were unable to have family visitors during the COVID pandemic. These women and men continue to faithfully serve this nation, their states, territories and the district and it has been my honor to serve alongside each of them. They are why I am able to appear before you today.

If confirmed, I commit not only to this committee, but to our Veterans and their families that the National Cemetery Administration will have as an absolute priority, national, tribal, and state Veteran cemeteries across our land at which our Veterans will be laid to rest in a place befitting their deserved honor. This is our nation's final opportunity to honor our fallen Veterans and to thank their families for their sacrifices.

Some of my most distinct memories from my time as Adjutant General for the Montana National Guard have been interment ceremonies at which I had the honor to present our nations flag to family members of fellow Veterans. The solemnity of that moment, with a family paying final tribute to the service of their loved one, will never be lost on me, and if confirmed, it is precisely that occasion, that final moment of gratitude that will carry me forward as Under Secretary for Memorial Affairs. My grandfather, Virgil Van Fossan, a World War I Veteran is buried in a Veterans cemetery, along with my grandmother, Marie. My father, Daniel John Quinn a WWII and Korean War Veteran is buried in a Montana State Veterans cemetery, along with two of his Veteran brothers, Don and Frank. I walked those grounds the other day to reflect on their service and to once again realize the importance of our nation's Veteran cemeteries.

If confirmed, you have my commitment to ensure our Veteran cemeteries and our Veteran memorial programs will forever honor those who have served. The actions taken today within the National Cemetery Administration lay the foundation for our ability to provide a final resting place and lasting tribute to their service and sacrifice.

I am truly humbled to be considered to serve as the Under Secretary for Memorial Affairs and I thank Secretary McDonough and President Biden for this nomination. I ask for your support in allowing me to join with you and all our dedicated VA professionals, especially those within the National Cemetery Administration, in ensuring our Veterans are honored and remembered for their selfless service. Thank you again and I look forward to your questions.

STATEMENT OF MARYANNE T. DONAGHY
NOMINEE TO BE ASSISTANT SECRETARY, OFFICE OF
ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION
DEPARTMENT OF VETERANS AFFAIRS

Chairman Tester, Ranking Member Moran, and to the distinguished members of this Committee. I thank you for your time today, and approach this committee with a deep respect for its role in ensuring that our nation fulfills its obligation to serve our Veterans in recognition of the sacrifices that it takes to serve in the Armed Forces.

I thank you for your consideration of my nomination, and for the advice and thoughts that the members of this Committee and its staff have provided during this process. I commit to maintaining that dialogue if confirmed.

I would like to acknowledge my family: my husband of 36 years, Andrew, who is with me today. We have three sons, a daughter in law, and another who will be a daughter in law in 10 days: Hank and his wife Jill; Andrew and his fiancé Kait, and my youngest son Connell; Hank and Andrew are also with me today. I would also like to acknowledge my Mother, Mary McGeehan, who I am sure is watching this hearing. There are many forces that have brought me here today, but fundamentally, it is family, and I thank them for their love and support.

I am humbled and honored to be nominated to be the Assistant Secretary for Accountability and Whistleblower Protection at the VA. I approach this position from a deep personal belief that aligns with the principles that our President and the Secretary have set for the VA: that serving our Veterans is this country's most sacred obligation.

For me, this belief is rooted in a love of my country, but is cemented by the personal experience of being a military family. My son, Henry, is a Lieutenant Commander in the US Navy, serving on submarines. My son

Andrew is a Veteran, having served as an Infantry Officer in the US Marine Corps. My Father served in the Army, stationed in Germany in the late 50's. As a young Marine, my Father-in-law fought in the Battle of Iwo Jima. His Father also enlisted in the Marines at a young age, fought in World War I and was wounded at the Battle of Belleau Wood.

I know the sacrifices of deployments, the character that it takes, and the life altering experiences that come with having served. I will bring this perspective to everything that I do if I am confirmed. It is why I am here, and I would be very grateful for the opportunity to work for the mission of the VA.

Secretary McDonough has communicated his priorities for VA, and emphasized his commitment to a safe, inclusive and empowering workplace for VA employees. He has also communicated that accountability is important, because failure to meet the standards of the VA workplace is a failure to serve Veterans. I know that the members of this Committee share this belief. I do as well.

I truly believe that the VA cannot fully meet its mission without continuous vigilance to ensuring that its employees, many of whom are Veterans themselves, are empowered to do their jobs, and to actively participate in continuous improvement of the VA without fear of retaliation.

I respect the role of oversight by this Committee, and believe that through the Accountability and Whistleblower Protection Act, Congress has given the VA tools and structure to meet some of its most pressing cultural challenges. I am committed to the principles set forth in the Act.

I am aware that the VA's Office of Accountability and Whistleblower Protection has experienced significant challenges since its inception. I have deep and varied experience in investigations, implementing strategies that improve organizational culture, and leading functions

within organizations that are designed for objective and deliberate analysis of institutional problems. I believe that this experience would serve me well to lead the Office, and if confirmed, I pledge to give it my all to lead with integrity, objectivity, and excellence in its work product. The Office will be committed to the protection of whistleblowers, and work with the Secretary to foster a culture that supports every employee to do their personal best job to serve our Veterans.

I feel humble, honored, and very lucky to have this potential opportunity to serve my country, the VA, but most important, the Veterans who are owed our best. Thank you and I look forward to answering your questions.

STATEMENT OF PATRICIA L. ROSS
NOMINEE TO BE ASSISTANT SECRETARY OF THE OFFICE OF
CONGRESSIONAL AND LEGISLATIVE AFFAIRS,
U.S. DEPARTMENT OF VETERANS AFFAIRS

Thank you, Chairman Tester, Ranking Member Moran and Members of the Committee for the opportunity to testify today. I am deeply honored to be nominated by President Biden to serve as the Assistant Secretary of the Office of Congressional and Legislative Affairs at VA.

I want to thank Speaker Pelosi for introducing me today. She has shattered the marble ceiling with her leadership in Congress, but her dedication to honoring Veterans is inspiring to me. It was the honor of a lifetime to join her at the commemorative events for the 75th anniversaries of the D-Day landings in Normandy and then Battle of the Bulge.

My time as a Congressional staff member, both in the Speaker's personal office, as well as on her leadership team, have provided me the opportunity to engage directly on policy issues impacting Veterans and their families. Working on these important issues has allowed me to earn the trust, respect, and partnership of staff and Members on both sides of the aisle and Capitol, and among the Veteran Service Organizations. I am proud of the bills that I have been a part of over the last decade. They changed the lives of Veterans.

These pieces of legislation demonstrate the nature of the Veterans Committees—prioritizing service to those who have served, irrespective of partisanship, and always getting the job done for Veterans.

If confirmed, I have three goals— build trust and strengthen the partnership between VA and Congress; fulfill the legislative priorities of the President and Secretary; and honor the mission of VA.

I join Secretary McDonough's unequivocal commitment made to Congress: I will continue to fight relentlessly for all Veterans. I will work my hardest to continue honoring the bipartisan tradition of fulfilling our sacred obligation: to leave no Veteran behind when they return home.

I have a unique perspective on the relationship between VA and Congress. I have myself been in the position of wanting better, more timely information from the Department, so I recognize and understand the frustrations felt by this Committee.

I also know that VA cannot succeed without Congress. If confirmed, I will work within the Department to ensure the Committee and the Congress are seen as partners with the same objectives. I believe my colleagues would tell you that I have a reputation as an engaged listener and learner, a collaborator and consensus builder, and a reasonable, responsive, honest and transparent partner.

I come to the table with an understanding of the challenges VA is facing, from the perspective of the constituents who contact your office. I know what you need to respond to their concerns, and if confirmed, I would be their advocate in the Department.

My work for Veterans and the family behind the uniform is personal. I am the proud partner, granddaughter, niece and daughter of Veterans. My grandfather, William Kendrick—the inspiring force behind my career choice and decision to move to Washington, D.C.— took a leave of absence from Duke University in 1942 to enlist in the Navy and serve during the Second World War. My uncle, Dr. Peter J. Ross, is an Army retired Colonel after 37 years of service. My partner, Tim Bertocci – who joins me today, is a West Point graduate and served as an Army Armor Officer, including deployments to Iraq, Kuwait and the Republic of Korea.

Tim, like so many others he served with, rely on VA. They are the reason for my call to serve and ensure VA is well-positioned for all Veterans.

I would also like to thank my mom, Nancy, and sisters, Michelle and Barbara, who join me today.

I look forward to answering your questions. Thank you.

UNITED STATES SENATE

COMMITTEE ON VETERANS' AFFAIRS

ROOM 412 RUSSELL SENATE OFFICE BUILDING
WASHINGTON, D.C. 20510
Telephone: (202) 224-9126

QUESTIONNAIRE FOR PRESIDENTIAL NOMINEES

The Rules of the U.S. Senate Committee on Veterans' Affairs require that a Presidential nominee whose nomination is referred to the Committee submit, on a form approved by the Committee, a sworn statement concerning his or her background and financial interests, including the financial interests of the nominee's spouse and children living in the nominee's household. The Committee form is in two parts:

(A) Information concerning the employment, education, and relevant background of the nominee, which is made public; and

(B) Information concerning the financial and other background of the nominee, which is made public only when the Committee determines that such information bears directly on the nominee's qualifications to hold the position to which the individual is nominated.

Committee action on a nomination, including hearings or a meeting to consider a motion to recommend confirmation, shall not be initiated until at least five days after the nominee submits this form unless the Chairman, with the concurrence of the Ranking Minority Member, waives the waiting period.
In order to assist the Committee in its consideration of nominations, the Committee requests that each nominee complete the attached Questionnaire for Presidential Nominees. The notarized original and any supplemental information should be delivered to:

Committee on Veterans' Affairs
United States Senate
Room 412, Russell Senate Office Building
Washington, D.C. 20510

Attention: Chief Clerk

Revised December 2020

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	Date of Nomination
Deputy Secretary of the U.S. Department of Veterans Affairs	**4/27/2021**

Current Legal Name			
First Name	Middle Name	Last Name	Suffix
Donald	**Michael**	**Remy**	

Addresses					
Residential Address (do not include street address)			Office Address (include street address)		
[redacted]			**Street:** **PO Box 6222**		
City: **Zionsville**	**State:** **IN**	**Zip:** **46077**	**City:** **Indianapolis**	**State:** **IN**	**Zip:** **46207**

Other Names Used						
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)
Don		Remy			8/1988 **Est** **X**	Present **Est** ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	Place of Birth
1967	Fort Lee (Petersburg), Virginia

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☐	X	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**
Alicia	Shanee	Magee-Remy	

Spouse's Other Names Used (current spouse only)						
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)
Alicia	Shanee	Lewis			**6/1998** Est ☐	**3/2016** Est ☐
Alicia	Shanee	Magee		X	**3/2016** Est ☐	**9/2019** Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**
Johnathan	Alexander	Remy	
Jason	Andrew	Remy	

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
Louisiana State University	University	8/1984 Est ☐	5/1988 Est ☐ Present ☐	BA	5/18/ 1988
University of New Orleans	University	5/1986	8/1986 Est ☐ Present ☐		
Howard University School of Law	Law School	8/1988 Est ☐	5/1991 Est ☐ Present ☐	JD	5/11/ 1991

3. Employment

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

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)
Non-Government Employment	National Collegiate Athletic Association	Chief Operating Officer/Chief Legal Officer	Indianapolis, Indiana	Est 3/2011 ☐	Est Present ☐
Non-Government Employment	Latham & Watkins, LLP	Partner	Washington, D.C.	9/2006 Est ☐	3/2011 Est
Unemployment	N/A	Volunteer/ Consultant	Fairfax Station, VA	3/2006	9/2006

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)
Non-Government Employment	Fannie Mae	Senior Vice President	Washington, D.C.	3/2000	3/2006
Other Federal Employment	U.S. Department of Justice	Deputy Assistant Attorney General	Washington, D.C.	3/1997	3/2000
Non-Government Employment	O'Melveny & Myers	Senior Associate	Washington, D.C.	9/1996	3/1997
Other Federal Employment	U.S. Court of Appeals for the 6th Circuit	Law Clerk	Cincinnati, OH	9/1995	9/1996
Active Military Duty Station	U.S. Army	Assistant to the General Counsel/ Captain	The Pentagon	9/1991	9/1995
Unemployment			Lorton, VA	5/1991	9/1991
Non-Government Employment	Professor Madelyn Squire	Research Assistant	Washington, D.C.	8/1989	5/1991
Non-Government Employment	Morrison & Foerster	Summer Associate	Washington, D.C.	7/1990 Est	8/1990 Est
Non-Government Employment	Paul, Hastings, Janofsky & Walker	Summer Associate	Los Angeles, CA	5/1990 Est	6/1990 Est
Non-Government Employment	Quality Inn Maison St. Charles	Auditor	New Orleans, LA	5/1988	9/1988
Non-Government Employment	Louisiana State University	Resident Assistant	Baton Rouge, LA	1/1985	5/1988

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere. NONE

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 ☐

4. 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.

Scholarships
LSU Chancellor's Scholarship
4 Year Army ROTC Scholarship
Howard University School of Law 4-year Merit Scholarship

Fellowships
Litigation Counsel of America Fellow

Honorary Degrees
New Jersey City University

Military Medals
Meritorious Service Medal
Army Superior Unit Award
National Defense Service Medal
Army Service Ribbon
Army Staff Identification Badge

Academic or Professional Honors
Distinguished Military Graduate
Undergraduate Honors Graduate
Departmental Honors in Political Science
National Political Science Honor Society
Law School Cum Laude
Graduated ranked #3 in law school class
American Jurisprudence for Torts, Criminal Law, Remedies, Commercial Paper, Small Business Law, and Constitutional Law II.

Other special recognition for outstanding service or achievement
LSU Governing Board Student Representative
Chairman, Black Culture Committee

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten 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
American Bar Association	1991-Present	Member
National Bar Association	1991-Present	Member
Washington Bar Association	1991-Present	Member
DC Bar	1991-Present	Member
Pennsylvania Bar Association	1991-Present	Member
Army Navy Country Club	1992-Present	Member
Indiana Bar Association	2014-Present	Member
National Association for the Advancement of Colored People	1995-Present	Member
Sports Lawyers Association	2011-Present	Member
National Association of Colleges and University Attorneys	2011-Present	Member
Kappa Alpha Psi Fraternity	1987-Present	Life Member
Sigma Pi Phi	2016-Present	Member
Bar Association of District of Columbia	2021-Prensent	Member
The Congressional Award	2021-Present	Board Member

6. 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. N/A

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. *The contributions to Joe Biden and the Biden Victory Fund appear to be duplicated in the public records reflecting both a $5600 donation to the BVF as well as separate donations to Joe Biden and the BFV in the amount of $2800 each on September 6, 2020. The public records are inaccurate, as I made only one donation on 9/6/2020 and that was to the Biden Victory fund in the amount of $5600, which was split evenly between Joe Biden and the BVF by the campaign.*

Name of Recipient	Amount	Year of Contribution
Hillary Clinton	$2700	2016
Kamala Harris	$1500	2019
Joe Biden	$2800	2020
Biden Victory Fund	$2800	2020
DNC	$500	2021

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication
The Constitutionality of Drug Testing in Government Regulated "Private" Industries	34 Howard Law Journal 4	1991
US Department of Justice Makes Prevention and Prosecution of Procurement Fraud a Top Priority Through Creation of National Procurement Fraud Task Force	Latham & Watkins Client Alert	January 22, 2007
Commission on Wartime Contracting First Public Hearing: Burgeoning Waste, Fraud and Abuse Investigation	Latham & Watkins Client Alert	February 10, 2009
Why the New York Times' Nocera is wrong (Op Ed)	NCAA.com	January 26, 2012

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials. N/A

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

The data below represents all speeches or talks, complete with dates and locations, that I could identify after searching my notes, calendar entries, and the internet. For ease of access I also have included links where available.

Belmont School of Law October 01, 2014 Tennessee
https://news.belmont.edu/entertainment-law-society-welcomes-ncaa-general-counsel-donald-remy-to-campus/

Sports Lawyers Association https://www.tjsl.edu/news-media/2014/11925	May 15, 2014	Illinois
Indiana University School of Law	February 2015	Indiana
Charting Your Own Course	February 6, 2016	Florida
Susquehanna University https://www.susquehannalife.com/events/126317/edward-s-and-rita-schmidt-lectureship-in-ethics	October 30, 2017	Pennsylvania
Elon University https://www.elon.edu/u/news/2019/11/08/ncaas-chief-operating-officer-visits-campus-sport-management-department/	November 05, 2019	North Carolina
University of Central Florida Commencement https://commencement.ucf.edu/file/105/commencement-program.pdf	December 2016	Florida
Charting Your Own Course	February 9, 2019	Florida
Charting Your Own Course https://www.rshc-law.com/docs/default-source/event-flyers/19th-annual-charting-your-own-course-career-conference-live-agenda-final.pdf?sfvrsn=68f5b9e5_2	February 8, 2018	Florida
New Jersey City University Commencement https://www.njcu.edu/about/news/2019/04/njcu-announces-2019-commencement-honorary-degree-recipient-presidents-medal-awardees	May 16, 2019	New Jersey
Corporate Counsel Women of Color https://issuu.com/ccwc/docs/final_program_book	September 27, 2017	Louisiana

UCLA Law School November 15, 2019 California
https://law.ucla.edu/news/ziffren-sports-state-play-college-sports-today

Howard University School of Law March 20, 2020 Washington DC

Knight Commission March 16, 2020 Washington DC
https://www.knightcommission.org/2020/03/video-of-expert-panel-on-ncaa-name-image-and-likeness-rules/

NCAA Social Series June 5, 2020 Indiana
https://www.youtube.com/watch?v=8Z_NxCwaiAs

NCAA Convention:
https://youtu.be/GnQRz2fG_jo Jan 16, 2021 Indiana

K&L Gates Podcast February 25, 2021 Indiana
https://www.klgates.com/Talking-Sports-Law-A-Conversation-with-NCAA-Chief-Legal-Officer-Donald-Remy-2-25-2021

Congressional Award Foundation Panel – March 25, 2021 Indiana
https://www.congressionalaward.org/tag/intuit/

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

The data below represents all interviews and quotes I have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews), that I could identify after searching my notes, calendar entries, and the internet. For ease of access I also have included links where available.

2021
Mar 31, 2021 NCAA website
Statement of U.S. Supreme Court oral arguments
https://www.ncaa.org/about/resources/media-center/news/ncaa-statement-us-supreme-court-oral-arguments

Mar 30, 2021 WWNY - Local N.Y. Station News
Supreme Court case could change the nature of college sports
https://www.wwnytv.com/2021/03/30/supreme-court-case-could-change-nature-college-sports/

Mar 15, 2021 Associated Press
With NIL reform in limbo, NCAA heading toward busy June
https://apnews.com/article/basketball-football-us-supreme-court-mark-emmert-college-sports-ba1c2e5409ec6d8e970075e4f9ddf53b

Mar 3, 2021 NCAA website
Statement of respondents brief in Alston case
https://www.ncaa.org/about/resources/media-center/news/ncaa-statement-respondents-brief-alston

Feb 26, 2021 HUB Talks: Talking Sports Law:
A Conversation with NCAA Chief Legal Officer Donald Remy
https://www.jdsupra.com/legalnews/talking-sports-law-a-conversation-with-5306732/

Feb 25, 2021 K&L GATES Law Firm (podcast) TALKING SPORTS LAW:
A CONVERSATION WITH NCAA CHIEF LEGAL OFFICER DONALD REMY
https://www.klgates.com/Talking-Sports-Law-A-Conversation-with-NCAA-Chief-Legal-Officer-Donald-Remy-2-25-2021

Feb 1, 2021 NCAA website
NCAA files U.S. Supreme Court brief
https://www.ncaa.org/about/resources/media-center/news/ncaa-files-us-supreme-court-brief

Jan 22, 2021 NCAA website
Murthy departs Board of Governors
https://www.ncaa.org/about/resources/media-center/news/murthy-departs-board-governors

Jan 14, 2021 NCAA Convention and YouTube
2021 NCAA Convention - Congressional Engagement and the Legal Landscape Surrounding College Sports
https://youtu.be/GnQRz2fG_jo

Jan 14, 2021 Sports Illustrated
Two Democrat Senators Spar With NCAA Over NIL, College Athletes' Rights
https://www.si.com/college/2021/01/14/ncaa-athlete-rights-compensation-congress-nil

2020

Dec 17, 2020 NCAA website
Supreme Court Takes on College Athlete Pay
https://www.insidehighered.com/news/2020/12/17/supreme-court-will-address-education-related-athlete-pay-amateurism-rules

Dec 16, 2020 NCAA website
Petition of Alston case
https://www.ncaa.org/about/resources/media-center/news/us-supreme-court-grants-petition-alston-case

Jun 6, 2020 USA Today
NCAA COO Donald Remy: Hiring practices for Division I football coaches 'not acceptable'
https://www.usatoday.com/story/sports/college/2020/06/05/ncaa-coo-hiring-practices-college-football-coaches-not-acceptable/3161689001/

Jun 5, 2020 NCAA Soundcloud
NCAA Social Series: Addressing Racial Inequity
https://soundcloud.com/user-350863618/addressing-racial-inequity

Jun 5, 2020 NCAA YouTube
NCAA Social Series: Addressing Racial Inequity
https://youtu.be/8Z_NxCwaiAs

Jun 5, 2020 NCAA web, social and YouTube
NCAA Social Series clip: Donald Remy 15-second moment of silence
https://drive.google.com/file/d/1GoF4YZvYv3kcOjTD3n733bfSozLBw4bt/view?usp=sharing

Jun 5, 2020 NCAA web, social and YouTube
NCAA Social Series clip: Donald Remy on progress and NCAA family
https://drive.google.com/file/d/16j_-d1gQMVd7Dp_OBZkeCIBPtRW1JX4F/view?usp=sharing

Jun 3, 2020 NCAA website
Statement on 2019 College Sport Racial and Gender Report Card
https://www.ncaa.org/about/resources/media-center/news/ncaa-statement-2019-college-sport-racial-and-gender-report-card

May 19, 2020 Diverse Issues in Higher Education
Court Says NCAA Can't Cap Education-Related Benefits for Football and Basketball Student-Athletes
https://diverseeducation.com/article/177891/

Apr 21, 2020 Washington Post
The NCAA saved money in case of a canceled March Madness. Then it spent it.
https://www.washingtonpost.com/sports/2020/04/21/ncaa-saved-money-case-canceled-march-madness-then-it-spent-it/

Feb 24, 2020 Wall Street Journal
As NCAA Hand-wrings, Female Athletes See Opportunities From Looser Endorsement Rules
https://www.wsj.com/articles/as-ncaa-handwrings-female-athletes-see-opportunities-from-looser-endorsement-rules-11582561013

Jan 6, 2020 Inside Indiana Business
Discussion of name, image and likeness
https://twitter.com/InsidetheNCAA/status/1214215044663332865

2019

Nov 25, 2019 Inside Indiana Business
IIBTV: NCAA Endorsement Ruling
https://youtu.be/U54b4m-a5nw

Nov 19, 2019 NCAA website
More college student-athletes than ever before are student-athletes
https://www.ncaa.org/about/resources/media-center/news/more-college-students-ever-are-student-athletes

Nov 8, 2019 Jackson Lewis Collegiate and Professional Sports Law Blog
Former College Athlete Sues NCAA, Member Schools for Student-Athlete Pay
https://www.collegeandprosportslaw.com/uncategorized/former-college-athlete-sues-ncaa-member-schools-for-student-athlete-pay/

Nov 7, 2019 ESPN
Lawsuit makes another attempt at wages for all college athletes
https://www.espn.com/college-sports/story/_/id/28029070/lawsuit-makes-another-attempt-wages-all-college-athletes

Sep 24, 2019 For The Movement (podcast)
Demystifying the NCAA: A Conversation with Chief Operating Officer/ Chief Legal Officer Donald Remy
https://forthemovement.libsyn.com/demystifying-the-ncaa-a-conversation-with-chief-operating-officer-chief-legal-officer-donald-remy

Sept. 11, 2019 Wall Street Journal
California Takes Aim at NCAA Pay Ban
https://www.wsj.com/articles/california-takes-aim-at-ncaa-pay-ban-11568244553

Sept. 11, 2019 CBS 10 News - Sacramento, CA
NCAA urges California governor not to sign 'fair pay' bill
https://www.10tv.com/article/news/local/sacramento/ncaa-fair-pay-bill/103-fd60b05b-c1cb-430c-bb73-873cd12cd8da

Sept. 11, 2019 NBC News
California sets up clash with NCAA by passing bill allowing college athletes to get paid
https://www.nbcnews.com/news/sports/california-sets-clash-ncaa-passing-bill-allowing-college-athletes-get-n1052886

Mar 23, 2019 NCAA website
Notice of appeal on Alston case
https://www.ncaa.org/about/resources/media-center/news/ncaa-and-conferences-file-notice-appeal-alston-case

Mar 8, 2019 NCAA website
Statement of Alston decision
https://www.ncaa.org/about/resources/media-center/news/ncaa-statement-alston-decision

Mar 5, 2019 Bloomberg Law College
Concussion Claims Put NCAA at Risk as Tragedies Multiply
https://news.bloomberglaw.com/product-liability-and-toxics-law/college-concussion-claims-put-ncaa-at-risk-as-tragedies-multiply

Feb 26, 2019 Yahoo Sports
NCAA 'aggressively' seeking information in federal hoops corruption case
https://sports.yahoo.com/yahoo-exclusive-ncaa-aggressively-seeking-information-in-federal-hoops-corruption-case-233652244.html?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZ2xlLmNvbS8&guce_referrer_sig=AQAAADKVsbx0Ef6njUcm02xAzmVUfltWqslG-VlZeBy7o0S5bz0u8SbejGHDV1JYl_rE9gfz0dwanXtv9K_r9ds1PgfOK2YtqbbCA3WASzvYvEiqzLcSAG6hdUVcyqQyO3idOq4m7iXl_MqdlrkZgC4Pjo6psWieMWMZCRJQd521Dorf

2018

Aug 1, 2018 NCAA videos to membership
Videos on information for membership related to the Arrington Settlement
https://drive.google.com/drive/folders/1BBL8EJTyOrdIMDql8yVkvcDSSSbeM0QS?usp=sharing

Jul 23, 2018 TotallyGaming.com
NCAA "must evolve and expand" post-PASPA, says chief legal officer
https://totallygaming.com/news/betting/ncaa-must-evolve-and-expand-post-paspa-says-chief-legal-officer

July 19, 2018 NCAA website
NCAA Examining Impact of Sports Wagering
https://www.ncaa.org/about/resources/media-center/news/ncaa-examining-impact-sports-wagering

Jun 17, 2018 Associated Press
NCAA settles CTE lawsuit filed by widow of former Longhorn Greg Ploetz
https://www.espn.com/espn/wire?section=ncf&id=23805265

May 7, 2018 USA Today
Mom of Duke's Wendell Carter says NCAA system resembles 'slavery and the prison system'
https://www.usatoday.com/story/sports/ncaab/2018/05/07/ncaa-like-slavery-prison-system-knight-commission-kylia-carter/587519002/

May 7, 2018 Knight Commission on Intercollegiate Athletics
Overview of Commission on College Basketball recommendations and NCAA actions
https://youtu.be/oW4xxav0ZX4

Mar 30, 2018 Associated Press
Why NCAA sexual assault policy stops short of punishment
https://www.chicagotribune.com/sports/college/ct-spt-ncaa-sexual-assault-policy-punishment-20180330-story.html

2017

Jun 30, 2017 NCAA website
Paterno family abandons all claims against NCAA
https://www.ncaa.org/about/resources/media-center/news/paterno-family-abandons-all-claims-against-ncaa

Mar 16, 2017 Wall Street Journal
As NCAA Hand-wrings, Female Athletes See Opportunities From Looser Endorsement Rules
https://www.wsj.com/articles/as-ncaa-handwrings-female-athletes-see-opportunities-from-looser-endorsement-rules-11582561013

Mar 15, 2017 Modern Counsel
Donald Remy Is the Game Changer
https://modern-counsel.com/2017/ncaa/

Mar 7, 2017 USA Today
Judge sides with NCAA in lawsuit challenging D-I football transfer rules
https://www.usatoday.com/story/sports/college/2017/03/07/judge-sides-with-ncaa-lawsuit-challenging-transfer-rules-division-i-schools/98877526/

Feb 13, 2017 Law In Sport
NLRB Opens Its Doors To Protect College Football Players As Employees
https://www.lawinsport.com/topics/news/item/nlrb-opens-its-doors-to-protect-college-football-players-as-employees

Feb 1, 2017 New York Times
N.L.R.B. Lawyer Sees Some College Football Players as Employees, With Rights
https://www.nytimes.com/2017/02/01/sports/ncaafootball/nlrb-lawyer-sees-some-college-athletes-as-employees-with-rights.html

2016

Mar 26, 2016 NCAA website
NCAA applies for extension in O'Bannon case
https://www.ncaa.org/about/resources/media-center/news/ncaa-applies-extension-o-bannon-case

May 18, 2016 Whole Hog Sports
Wave of concussion lawsuits begins
https://www.wholehogsports.com/news/2016/may/18/wave-concussion-lawsuits-begins/

May 13, 2016 ESPN AP story
NCAA asks U.S Supreme Court to hear O'Bannon case
https://www.espn.com/college-sports/story/_/id/15534956/ncaa-asks-us-supreme-court-hear-obannon-case

Aug 8, 2016 CBS Sports
NCAA and other co-defendants reach $1.2 million settlement in football player's death
https://www.cbssports.com/college-football/news/ncaa-and-other-co-defendants-reach-1-2-million-settlement-in-football-players-death/

Sep 1, 2016 The Indianapolis Star
NCAA faces new concussion complaints from former players
https://www.indystar.com/story/sports/college/2016/09/01/ncaa-faces-new-concussion-complaints-former-players/89724860/

2015

Sept. 30, 2015 NCAA website
NCAA lauds elements of O'Bannon appeal
https://www.ncaa.org/about/resources/media-center/news/ncaa-lauds-elements-o-bannon-appeal-ruling

Aug 17, 2015 NCAA website
Statement on NLRB decision
https://www.ncaa.org/about/resources/media-center/news/ncaa-statement-nlrb-decision

Jul 17, 2015 NCAA website
NCAA seeks stay in O'Bannon injunction
https://www.ncaa.org/about/resources/media-center/news/ncaa-seeks-stay-o-bannon-injunction

Jun 3, 2015 IBJ
NCAA's top lawyer ready to keep fighting in O'Bannon case
https://www.ibj.com/articles/53448-ncaas-top-lawyer-ready-to-keep-fighting-in-obannon-case

Apr 2, 2015 CNN
NCAA: It's not our job to ensure educational quality
https://www.cnn.com/2015/04/01/sport/ncaa-response-to-lawsuit/index.html

Feb 27, 2015 NCAA website
NCAA requests to move McCants case to federal court
https://www.ncaa.org/about/resources/media-center/news/ncaa-requests-move-mccants-case-federal-court

Feb 12, 2015 NCAA website
Appeal reply filed in O'Bannon case
https://www.ncaa.org/about/resources/media-center/news/ncaa-seeks-stay-o-bannon-injunction

Feb 11, 2015 AP
Pol: Fire Emmert for PSU sanctions
https://www.espn.com/college-football/story/_/id/12310033/pennsylvania-state-senator-jake-corman-says-ncaa-fire-mark-emmert-penn-state-sanctions-jerry-sandusky-scandal

2014

Nov 13, 2014 Associated Press
Email shows Penn St. narrowly missed death penalty
http://www.espn.com/espn/wire/_/section/ncf/id/11871558

Nov 12, 2014 ABC News7
Docs: NCAA, Freeh worked together
https://abc7news.com/sports/docs-ncaa-freeh-worked-together/391813/

Oct 23, 2014 USA Today
New lawsuit targets NCAA and every Division I school
https://www.usatoday.com/story/sports/college/2014/10/23/ncaa-class-action-lawsuit-obannon-case/17790847/

Oct 21, 2014 New York Times
After Ruling in O'Bannon Case, Determining the Future of Amateur Athletics
https://www.nytimes.com/2014/10/22/sports/after-obannon-ruling-figuring-out-whats-next.html

Sept. 26, 2014 NCAA website
NCAA seeks dismissal of scholarship cases
https://www.ncaa.org/about/resources/media-center/news/ncaa-seeks-dismissal-scholarship-cases

Aug 21, 2014 NCAA website
Notice of appeal filed in O'Bannon case
https://www.ncaa.org/about/resources/media-center/ncaa-files-notice-appeal-o%E2%80%99bannon-case

Aug 20, 2014 NCAA website
Clarification of timing of O'Bannon injunction
https://www.ncaa.org/about/resources/media-center/press-releases/clarification-timing-o%E2%80%99bannon-injunction

Aug 10, 2014 NCAA website
NCAA will appeal O'Bannon ruling
https://www.ncaa.org/about/resources/media-center/press-releases/clarification-timing-o%E2%80%99bannon-injunction

Aug 8, 2014 NCAA website
NCAA statement on O'Bannon decision
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-statement-o%E2%80%99bannon-decision

Jul 29, 2014 NCAA website
NCAA reaches proposed settlement on concussion lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-reaches-proposed-settlement-concussion-lawsuit

Jun 27, 2014 NCAA website
O'Bannon trial concludes
https://www.ncaa.org/about/resources/media-center/news/o%E2%80%99bannon-trial-concludes

Jun 16, 2014 USA Today
O'Bannon trial witness makes case college players are athletes first
https://www.usatoday.com/story/sports/college/2014/06/16/ed-obannon-antitrust-case-vs-ncaa-monday/10588447/

Jun 11, 2014 PBS Frontline
Does the NCAA Rule College Sports Like a "Cartel"?
https://www.pbs.org/wgbh/frontline/article/does-the-ncaa-rule-college-sports-like-a-cartel/

Jun 9, 2014 NCAA website
NCAA reaches settlement in EA video game lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-reaches-settlement-ea-video-game-lawsuit

May 16, 2014 CBS Sports
NCAA legal chief prepping for jury or bench O'Bannon trial
https://www.cbssports.com/college-football/news/ncaa-legal-chief-prepping-for-jury-or-bench-obannon-trial/

Apr 11, 2014 NCAA website
Likeness case proceeds to a jury trial
https://www.ncaa.org/about/resources/media-center/press-releases/likeness-case-proceeds-jury-trial

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Apr 11, 2014
Reuters Lawsuit against NCAA over athlete pay headed for trial
https://www.reuters.com/article/us-ncaa-lawsuit/lawsuit-against-ncaa-over-athlete-pay-headed-for-trial-idUSBREA3A1XL20140412

Mar 28, 2014 NCAA website
Judge sides with NCAA in Cohane case
https://www.ncaa.org/about/resources/media-center/press-releases/judge-sides-ncaa-cohane-case

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Mar 27, 2014 NCAA website
NCAA responds to union proposal
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-responds-union-proposal

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Mar 26, 2014 NCAA website
NCAA Disagrees with Union Decision
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-disagrees-union-decision

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Feb 12, 2014 NCAA website
NCAA response to amended Paterno complaint
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-response-amended-paterno-complaint

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Jan 13, 2014 NCAA website
NCAA files response to plaintiffs' request for more discovery
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-files-response-plaintiffs%E2%80%99-request-more-discovery

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Jan 13, 2014 NCAA website
Plaintiffs Respond to NCAA's Summary Judgment Motion
https://www.ncaa.org/about/resources/media-center/press-releases/plaintiffs-respond-ncaa%E2%80%99s-summary-judgment-motion

2013

Dec 13, 2013 NCAA website
NCAA files motion for summary judgment
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-files-motion-summary-judgment

Nov 20, 2013 NCAA website
NCAA asks Pa court to declare endowment act unconstitutional
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-asks-pa-court-declare-endowment-act

Nov 20, 2013 NCAA website
Federal court dismisses bat manufacturer's antitrust lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/federal-court-dismisses-bat-manufacturer-s-antitrust-lawsuit

Sep 26, 2013 USA Today
NCAA vows to fight O'Bannon suit to the Supreme Court
https://www.usatoday.com/story/sports/ncaab/2013/09/26/ncaa-ed-obannon-ea-sports-lawsuit-supreme-court/2877579/

Sep 26, 2013 NCAA website
NCAA submits more information supporting dismissal of Paterno suit
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-submits-more-information-supporting-dismissal?division=d1

Sep 24, 2013 NCAA website
NCAA files motion in Corman case
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-files-motion-corman-case

Sep 6, 2013 NCAA website
Statement on Paterno estate
https://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-ncaa-chief-legal-officer-paternohttps://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-ncaa-chief-legal-officer-paterno

Sep 6, 2013 Marquette Law School
Litigation Trends: An analysis of NCAA court activity
https://law.marquette.edu/assets/sports-law/pdf/SEPTEMBER%202013%20Donald%20Remy%20Presentation%20Litigation%20Updates.pdf

Jul 23, 2013 NCAA website
NCAA requests dismissal of Paterno Estate's lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-requests-dismissal-paterno-estate%E2%80%99s-lawsuit?division=d2

Jun 26, 2013 NCAA website
Latest update on Corman lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/latest-update-corman-lawsuit

Jun 21, 2013 NCAA website
O'Bannon case certification
https://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-obannon-class-certification

Jun 21, 2013 NCAA website
O'Bannon case certification
https://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-obannon-class-certification

Jun 14, 2013 USA Today
NCAA may seek to recover legal fees in O'Bannon case
https://www.usatoday.com/story/sports/2013/06/14/ncaa-name-and-likeness-obannon-legal-fees/2425099/

Jun 14, 2013 USA Today
NCAA may seek to recover legal fees in O'Bannon case
https://www.usatoday.com/story/sports/2013/06/14/ncaa-name-and-likeness-obannon-legal-fees/2425099/

Jun 6, 2013 NCAA website
Dismissal of Corbett lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-ncaa-chief-legal-officer-dismissal

Jun 6, 2013 NCAA website
Dismissal of Corbett lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/statement-donald-remy-ncaa-chief-legal-officer-dismissal

Apr 25, 2013 NCAA website
Statement from Donald Remy, NCAA Chief Legal Officer, on latest filing in likeness case
https://www.ncaa.org/about/resources/media-center/news/statement-donald-remy-ncaa-chief-legal-officer-latest-filing

Apr 25, 2013 USA Today
Many taking the fight to the NCAA these days
https://www.usatoday.com/story/sports/ncaaf/2013/04/25/ncaa-lawsuits-jerry-tarkanian-todd-mcnair/2114469/

Apr 25, 2013 NCAA website
Statement from Donald Remy, NCAA Chief Legal Officer, on latest filing in likeness case
https://www.ncaa.org/about/resources/media-center/news/statement-donald-remy-ncaa-chief-legal-officer-latest-filing

Apr 25, 2013 USA Today
Many taking the fight to the NCAA these days
https://www.usatoday.com/story/sports/ncaaf/2013/04/25/ncaa-lawsuits-jerry-tarkanian-todd-mcnair/2114469/

Mar 22, 2013 Law In Sport
Expansion Of O'Bannon: A Threat To The NCAA
https://www.lawinsport.com/topics/regulation-a-governance/item/expansion-of-o-bannon-a-threat-to-the-ncaa

Mar 14, 2013 NCAA website
NCAA continues to defend sanctions against Penn State
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-continues-defend-sanctions-against-penn-state

Mar 14, 2013 NCAA website
NCAA files brief opposing class certification in the student-athlete likeness litigation
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-opposes-class-certification-likeness-lawsuit

Mar 14, 2013 NCAA website
NCAA continues to defend sanctions against Penn State
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-continues-defend-sanctions-against-penn-state

Mar 14, 2013 NCAA website
NCAA files brief opposing class certification in the student-athlete likeness litigation
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-opposes-class-certification-likeness-lawsuit

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Feb 17, 2013 Cadwalader, Wickersham & Taft
Report on the NCAA's Engagement of a Source's Counsel and Use of the Bankruptcy Process in its University of Miami Investigation (Full Report)
https://www.ncaa.com/dr/ncaa/ncaa/release/sites/default/files/files/NCAAMiamiEnforcement(1).pdf

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Jan 2, 2013 NCAA website
NCAA responds to Corbett announcement
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-responds-corbett-announcement

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2012

Nov 20, 2012 The Indiana Lawyer
NCAA's Point Man
https://www.theindianalawyer.com/articles/30139-ncaas-point-man

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Nov 8, 2012 NCAA website
NCAA continues to press its case in likeness lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-continues-press-its-case-likeness-lawsuit

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Oct 18, 2012 NCAA website
NCAA files motion against latest tactic in likeness case
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-files-motion-against-latest-tactic-likeness-case

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Sep 26, 2012 NCAA website
NCAA files new pleadings, responds to misleading reports
https://www.ncaa.org/about/resources/media-center/press-releases/ncaa-files-new-pleadings-responds-misleading-reports-0?division=d1

Sep 6, 2012 NCAA website
NCAA submits more information supporting dismissal of Paterno suit
http://ncaanewsarchive.s3.amazonaws.com/2012/july/penn-state-decision.html

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Sep 1, 2012 NCAA website
Statement on Student-Athlete Likeness Case by Donald Remy, NCAA Executive Vice President and General Counsel
http://ncaanewsarchive.s3.amazonaws.com/2012/august/statement-on-student-athlete-likeness-case-by-donald-remy%2C-ncaa-executive-vice-president-and-general-counsel.html

Jan 6, 2012 NCAA website
Why the New York Times' Nocera is wrong
https://www.ncaa.org/about/resources/media-center/news/why-new-york-times%E2%80%99-nocera-wrong

2011

Nov 29, 2011 New York Times
College Athletes Move Concussions Into the Courtroom
https://www.nytimes.com/2011/11/30/sports/ncaafootball/college-players-move-concussions-issue-into-the-courtroom.html

October 6, 2011 NCAA website
Former San Francisco basketball student-athlete Bill Russell joins the lawsuit
https://www.ncaa.org/about/resources/media-center/press-releases/student-athlete-likeness-lawsuit-timeline

Jun 18, 2011 Times-Picayune
LSU grad Donald Remy enjoys NCAA counsel job
https://www.nola.com/news/politics/article_94f245c9-f51f-55c3-89b6-37494ef62d2e.html

Jun 2011 Litigation Commentary & Review
NCAA Selects Fellow Donald M. Remy as General Counsel and Vice President of Legal Affairs
https://litigationcommentary.org/2011/2011-june-july/386-donald-remy

Mar 25, 2011 Conquest Chronicles, SB Nation
Meet the NCAA's new Chief Council
https://www.conquestchronicles.com/2011/3/25/2072308/meet-the-the-ncaas-new-chief-council

Jan 26, 2011 NCAA website
Former Cincinnati basketball student-athlete Oscar Robertson, former Connecticut basketball student-athlete Tate George and former Ohio State football student-athlete Ray Ellis join the suit
https://www.ncaa.org/about/resources/media-center/press-releases/student-athlete-likeness-lawsuit-timeline

January 11, 2011 Law.Com
Ex-Fannie Mae Deputy GC Donald Remy Lands NCAA General Counsel Job
https://www.law.com/corpcounsel/almID/1202477572259/?slreturn=20210328171729

Jan 7, 2011 The AM Law Daily
Latham Partner Donald Remy Headed to NCAA as New Legal Chief
https://amlawdaily.typepad.com/amlawdaily/2011/01/ncaa-don-remy.html

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September 15, 1999 The Washington Post
Making an Early Mark At Justice
https://www.washingtonpost.com/archive/politics/1999/09/15/making-an-early-mark-at-justice/f39cd3c2-88d2-4cea-816a-eea6cceb81e3/

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9. 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.

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

10. Lobbying

Have you ever 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

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee? YES

(B) Do you agree to provide such information as is requested by such a committee? YES

UNITED STATES SENATE

COMMITTEE ON VETERANS' AFFAIRS

ROOM 412 RUSSELL SENATE OFFICE BUILDING
WASHINGTON, D.C. 20510
Telephone: (202) 224-9126

QUESTIONNAIRE FOR PRESIDENTIAL NOMINEES

The Rules of the U.S. Senate Committee on Veterans' Affairs require that a Presidential nominee whose nomination is referred to the Committee submit, on a form approved by the Committee, a sworn statement concerning his or her background and financial interests, including the financial interests of the nominee's spouse and children living in the nominee's household. The Committee form is in two parts:

(A) Information concerning the employment, education, and relevant background of the nominee, which is made public; and

(B) Information concerning the financial and other background of the nominee, which is made public only when the Committee determines that such information bears directly on the nominee's qualifications to hold the position to which the individual is nominated.

Committee action on a nomination, including hearings or a meeting to consider a motion to recommend confirmation, shall not be initiated until at least five days after the nominee submits this form unless the Chairman, with the concurrence of the Ranking Minority Member, waives the waiting period.
In order to assist the Committee in its consideration of nominations, the Committee requests that each nominee complete the attached Questionnaire for Presidential Nominees. The notarized original and any supplemental information should be delivered to:

Committee on Veterans' Affairs
United States Senate
Room 412, Russell Senate Office Building
Washington, D.C. 20510

Attention: Chief Clerk

Revised December 2020

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Under Secretary for Memorial Affairs **US Department of Veterans Affairs**	**April 9, 2021**

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Matthew	**Todd**	**Quinn**	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street: 111 N Sanders St**		
City: Missoula	**State: MT**	**Zip:59808**	**City: Helena**	**State: MT**	**Zip:59601**

Other Names Used						
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 ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1960	**Missoula, MT**

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☐	X	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**
Jody	**Renee**	**Quinn**	

Spouse's Other Names Used (current spouse only)						
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)
Jody	**Renee**	**Guffey**		X	**06/67** Est ☐	**10/94** Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**
Jonathan	**Robert**	**Quinn**	
Braeden	**Matthew**	**Quinn**	
Madelyn	**Mary**	**Quinn**	
Kailyn	**Renee**	**Quinn**	
Megan	**Marie**	**Quinn**	

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**
			Est		Est	Present		
Montana State Univ	**University**	**09/79**	X	**12/83**	☐	☐	**BSEE**	**06/84**
			Est		Est	Present		
Univ of Montana	**University**	**09/98**	X	**05/00**	X	☐	**MBA**	**05/00**
			Est		Est	Present		
US Army War College	**Military College, correspondence**	**08/06**	X	**07/08**		☐	**Master Strat Studies**	**07/08**
			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)
State Government	State of Montana	Executive Director	Helena, MT	Jan/21 Est ☐	Est ☐ Present X
State Government	State of Montana	Adjutant General	Helena, MT	Apr/ 12 Est ☐	Jan/21 Est ☐
National Guard	US Army	Major General	Helena, MT	Apr/12 Est ☐	Feb/21 Est ☐
Non-Government Employment	ELM, LLC	President	Missoula MT	Apr/04 Est ☐	Dec/12 Est ☐
National Guard	US Army	Brigadier General	Helena, MT	Dec/10 Est ☐	Apr/12 Est ☐
National Guard	US Army	Colonel	Helena, MT	Sep/04 Est ☐	Dec/10 Est ☐
Non-Government Employment	Montana Power Company	General Manager	Missoula MT	May/00 Est ☐	Mar/03 Est ☐
National Guard	US Army	Lt Colonel	Kalispell MT	Sep/01 Est	Sep/04 Est
Non-Government Employment	Montana Power Company	Senior Engineer	Butte, MT	Mar/98 Est ☐	May/00 Est ☐
National Guard	US Army	Major	Billings, MT	Aug/92 Est ☐	Feb/98 Est ☐
Non-Government Employment	Montana Power Company	Senior Engineer	Great Falls, MT	Dec/91 Est ☐	Mar/98 Est ☐

Active Duty	**US Army**	**Captain**	**Ludwigsberg, GE**	**Mar/89** Est ☐	**Dec/91** Est ☐
Active Duty	**US Army**	**Signal Officer Advanced Course**	**Fort Gordon, GA**	**Aug/88** Est ☐	**Mar/89** Est ☐
Active Duty	**US Army**	**Captain**	**Charlottesville, VA**	**Apr/85** Est ☐	**Aug/88** Est ☐
Active Duty	**US Army**	**1LT**	**Seoul, Korea**	**Apr/84** Est ☐	**Apr/85** Est ☐
Active Duty	**US Army**	**Officer Basic Course**	**Fort Gordon, GA**	**Jan/84** Est ☐	**Apr/84** Est ☐

(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)
Reserve Forces Policy Board	**National Guard Rep (Special Govt Employee classification)**	**09/20** Est ☐	**02/21** Est ☐ Present ☐
Army Reserve Forces Policy Committee	**National Guard Rep**	**04/17** Est X	**08/19** Est X Present ☐
MT Info Security Committee	**Advisor**	**06/16** Est X	Est ☐ Present X
Governors Homeland Security Advisory Committee	**Member**	**09/13** Est ☐	**03/21** Est ☐ Present x
National Homeland Security Consortium	**Adjutant General Representative**	**06/18** Est X	**01/21** Est Present ☐

4. 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.

Distinguished Service Medal, Bronze Star Medal (2nd Award), Meritorious Service Medal (2nd Award), Army Commendation Medal (4th Award), Army Achievement Medal, Army Reserve Component Achievement Medal (6th Award), National Defense Service Medal (2nd Award), Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Armed Forces Service Medal, Humanitarian Service Medal, Army Service Ribbon, Overseas Service Ribbon (2nd Award), Armed Forces Reserve Medal w/ 20 year device, Armed Forces Reserve Medal w/ M device, SW Asia Service Medal (2nd Award), Kuwait Liberation Medal, Montana National Guard Noble Eagle Ribbon, Montana National Guard Service Ribbon (5th Award), Montana Army National Guard (13th Award)

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten 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
National Guard Assn	10/94 (approx.) - Current	General Member until Board of Directors position 06/19-01/21, resume general member
Adjutants General Assn	06/12 – 01/21	Member 06/12-06/17 Secretary 06/17-06/19 President 06/19-01/21
Enlisted Assn of National Guard	10/10 (approx.) - current	Life member
Veterans of Foreign Wars	10/12 (approx..) - current	Life member
Assn of US Army	06/12 (approx.) - current	member
American Legion	10/12 (approx.) - current	Life member

6. 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)
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.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service
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.

I have made no political contributions of $200 or more

Name of Recipient	Amount	Year of Contribution
N/A		

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication
"We still have a lot of work to do"	National Guard Magazine	Aug 2019

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

Testimony	Date	Location
Senate VA Committee	Jun-19	Senate Veterans Affairs Committee, Washington, DC

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

Speeches	Date	Location/Event
Montana Youth ChalleNGe Graduation	Jun-12	Dillon, MT
Field of Honor	Jul-12	Butte, MT
Veterans Day	Nov-12	Yellowstone National Cemetery
Montana Youth ChalleNGe Graduation	Dec-12	Dillon, MT
Leadership Montana	May-13	Helena, MT
Memorial Day Ceremony	May-13	Western Montana Veterans Cemetery
MT American Legion Conv	Jun-13	Kalispell, MT
Montana Youth ChalleNGe Graduation	Jun-13	Dillon, MT
Patriots Day Breakfast	Sep-13	Helena, MT
Grateful Nation Memorial Dedication	Sep-13	Missoula, MT
Montana Youth ChalleNGe Graduation	Dec-13	Dillon, MT
Memorial Day Ceremony	May-14	Western Montana Veterans Cemetery
Montana Youth ChalleNGe Graduation	Jun-14	Dillon, MT
Montana Youth ChalleNGe Graduation	Dec-14	Dillon, MT
Tribal Veteran Recognition	Feb-15	N Cheyenne Tribal Reservation
Memorial Day Ceremony	May-15	Yellowstone National Cemetery
Tribal Veteran Recognition	Jun-15	Crow Tribal Reservation
Montana Youth ChalleNGe Graduation	Jun-15	Dillon, MT
Big Sky High Commencement	Jun-15	Missoula, MT
Montana Youth ChalleNGe Graduation	Dec-15	Dillon, MT

Montana Youth ChalleNGe Graduation	Jun-16	Dillon, MT
Veteran's Standdown Support	Sep-16	Great Falls, MT
Univ MT Veteran's Recognition	Nov-16	Missoula, MT
Montana Youth ChalleNGe Graduation	Dec-16	Dillon, MT
VA Sexual Assault Prevention	Apr-17	Helena, MT
Montana American Legion Convention	Jun-17	Billings, Montana
PTSD Treatment Discussion	Jun-17	Bozeman, MT
Montana Youth ChalleNGe Graduation	Jun-17	Dillon, MT
Montana Youth ChalleNGe Graduation	Dec-17	Dillon, MT
Montana Assn of Counties	Feb-18	Great Falls, MT (NG Overview)
NG Chaplains Meeting	Feb-18	Arlington, VA (Suicide Reduction Efforts)
Broadview HS Military Appreciation	May-18	Broadview, MT
Memorial Day Ceremony	May-18	Yellowstone National Cemetery
Montana Youth ChalleNGe Graduation	Jun-18	Dillon, MT
Rotary Club	Sep-18	Bozeman, MT (NG overview)
Managing Montana	Sep-18	Helena, MT (Leadership Discussion w state employees)
Veterans Day	Nov-18	Missoula, MT
MT State Univ ROTC Commissioning	Dec-18	Bozeman, MT
Hometown Helena Club	Dec-18	Helena, MT (NG Overview)
Montana Youth ChalleNGe Graduation	Dec-18	Dillon, MT
Univ of MT ROTC Banquet	Mar-19	Missoula, MT
Memorial Day Ceremony	May-19	Yellowstone National Cemetery & Mountview Cemetery
ANG Chief Induction	May-19	Great Falls, MT
Civil Air Patrol Annual Banquet	May-19	Missoula, MT
Montana Youth ChalleNGe Graduation	Jun-19	Dillon, MT
Helena Kiwanis Club	Jun-19	Helena, MT
Helena Military Affairs Committee	Jun-19	Helena, MT
Enlisted Assn Annual Meeting	Aug-19	Washington, DC
Natl Guard Association Annual Meeting	Sep-19	Denver, CO
Montana Youth ChalleNGe Graduation	Dec-19	Dillon, MT
Memorial Day Ceremony	May-20	Yellowstone National Cemetery

Montana Youth ChalleNGe Graduation	Jun-20	Dillon, MT
Montana State Leadership Institute	Nov-20	Bozeman, MT (Leadership discussion)

(B) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

Press Interviews	Date	Location/Topic
NG Magazine	Aug-19	Adjutants General Assn focus
Face the State	Mar-20	Montana COVID Response
Desert Mountain Broadcasting	Mar-20	COVID discussion
Desert Mountain Broadcasting	Apr-20	COVID discussion
Politico	May-20	NG COVID Response (2-interviews)
Desert Mountain Broadcasting	May-20	COVID discussion
Desert Mountain Broadcasting	Aug-20	COVID discussion
Desert Mountain Broadcasting	Nov-20	COVID discussion
Bozeman Daily Chronicle	Jan-21	COVID discussion
NBC Montana	Jan-21	COVID discussion
Yellowstone Public Radio	Jan-21	COVID discussion
KGVO radio	Jan-21	COVID discussion
Montana Public Radio	Feb-21	COVID discussion
KBZK TV	Feb-21	COVID discussion
Lee Newspapers	Mar-21	COVID Year in Review
Montana Talks Radio	Mar-21	COVID Vaccination process
KBZK TV	Mar-21	COVID Vaccine allocations
Bozeman Daily Chronicle	Mar-21	COVID Vaccine allocations

9. 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.

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

10. Lobbying

Have you ever 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

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee? Yes

(B) Do you agree to provide such information as is requested by such a committee? Yes

UNITED STATES SENATE

COMMITTEE ON VETERANS' AFFAIRS

ROOM 412 RUSSELL SENATE OFFICE BUILDING
WASHINGTON, D.C. 20510
Telephone: (202) 224-9126

QUESTIONNAIRE FOR PRESIDENTIAL NOMINEES

The Rules of the U.S. Senate Committee on Veterans' Affairs require that a Presidential nominee whose nomination is referred to the Committee submit, on a form approved by the Committee, a sworn statement concerning his or her background and financial interests, including the financial interests of the nominee's spouse and children living in the nominee's household. The Committee form is in two parts:

(A) Information concerning the employment, education, and relevant background of the nominee, which is made public; and

(B) Information concerning the financial and other background of the nominee, which is made public only when the Committee determines that such information bears directly on the nominee's qualifications to hold the position to which the individual is nominated.

Committee action on a nomination, including hearings or a meeting to consider a motion to recommend confirmation, shall not be initiated until at least five days after the nominee submits this form unless the Chairman, with the concurrence of the Ranking Minority Member, waives the waiting period.
In order to assist the Committee in its consideration of nominations, the Committee requests that each nominee complete the attached Questionnaire for Presidential Nominees. The notarized original and any supplemental information should be delivered to:

Committee on Veterans' Affairs
United States Senate
Room 412, Russell Senate Office Building
Washington, D.C. 20510

Attention: Chief Clerk

Revised April 2013

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Assistant Secretary for Accountability and Whistleblower Protection, Department of Veterans Affairs	**April 19, 2021**

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Maryanne	**Theresa**	**Donaghy**	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:**		
Wallingford	**PA**	**19086**	**City: Wallingford**	**State: PA**	**Zip: 19086**

Other Names Used						
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)
Maryanne		McGeehan			11/1959	12/1984
					Est ☐	Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1959	Philadelphia, PA

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☐	X	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**
Andrew	Joseph	Donaghy	

Spouse's Other Names Used (current spouse only)						
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**
Henry	**John**	**Donaghy**	
Andrew	**Thomas**	**Donaghy**	
Connell	**Patrick**	**Donaghy**	

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**
University of Delaware	University	Est ☐ 9/1977	Est ☐ Present ☐ 5/1981	BS Accounting	5/1981
Temple University School of Law	Law School (Evening Division)	Est ☐ 8/1982	Est ☐ Present ☐ 12/1985	JD	1/1986
		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)
Self	Self	Self-employed, legal and consulting services. As a consultant, served as a Senior Advisor at the Biden Institute, University of Delaware.	Wallingford, PA	5/2019	Present X
Volunteer	Biden Harris Transition Team	Member, Agency Review Team, Department of Veterans Affairs	Wallingford, PA	11/2020	1/2021
University	University of Delaware	Adjunct Lecturer	Newark, DE	02/2020	03/2020
Consulting	Kroll, a Division of Duff and Phelps	Senior Advisor. As a consultant through Kroll, held title Interim Director of the Office of Institutional Equity at Michigan State University from April 2018 – June 2018, and	Philadelphia, PA	Est ☐ 4/2018	Est X 10/2019

		Investigator with that office from July 2018 – October 2019.			
Public School District	School District of Philadelphia	Inspector General	Philadelphia, PA	Est ☐ 9/2015	Est ☐ 4/2018
Federal	Department of Veterans Affairs	Special Assistant to the General Counsel / Legislative Counsel	Washington, DC	Est ☐ 2/2015	Est ☐ 9/2015
Non-profit	The Nemours Foundation	General Counsel, A.I.duPont Hospital for Children	Wilmington, DE	9/2010	2/2015
Corporation	AstraZeneca	Senior Counsel	Wilmington, DE	6/2007	9/2010
Law Firm	Stradley, Ronon, Stevens and Young	Of Counsel	Wilmington, DE	4/2005	6/2007
Non-profit	The Nemours Foundation	Legal Counsel	Wilmington, DE	9/2003	4/2005
Self-employment	(Legal services to Exelon Corporation)	Legal Counsel	Philadelphia, PA	2/2003 (est)	8/2003 (est)
Political campaign	Citizens for Biden	Counsel and Research Director	Wilmington, DE	3/2002	11/2002
Federal	Department of Justice	Assistant U.S. Attorney	Wilmington, DE and Philadelphia, PA	9/1991	3/2002
University	University of Delaware	Adjunct Lecturer	Newark, DE	Sprng 2001; Fall 2002; Spring 2002; Winter 2003; Spring 2003	When respective semesters ended
Law Firm	Gollatz, Griffin, Ewing and McCarthy	Associate	Media, PA	Est ☐ 11/1989	Est ☐ 9/1991
Law Firm	Riley Law Associates, LTD	Associate	Paoli, PA	9/1989	11/1989
Law Firm	Dechert, Price and Rhoads	Associate	Philadelphia, PA	1/1986	9/1989

Accounting Firm	Coopers and Lybrand	Consultant	Philadelphia, PA	6/1984 (est)	1/1986
Law Firm	Thompson & Pennell	Law Clerk	Philadelphia, PA	9/1982 (est)	5/1984 (est)
Accounting Firm	Touche Ross & Co	Staff Accountant	Philadelphia, PA	9/1981	9/1982
Restaurant	Bent Elbo/Fortside	Waitress	Fort Washington, PA	Winter 1983 (est)	Part time work while in school
Restaurant	Carney's	Waitress	Cape May, NJ and Philadelphia, PA	Summers 1980, 1981, 1983 (est)	Part time work while in school
Restaurant	Goodfellow's	Waitress	Newark, DE	School year 1980 - 1981	Part time work while in school
University	University of Delaware	Resident Advisor / Other	Newark, DE	School years 1977-1978; 1978-1979 (dining hall work); 1979 – 1980 (Resident Advisor)	Part time work while in school
Restaurant	Slickers	Waitress	Rehobeth Beach, DE	Summer, 1979	Part time work while in school
Non Profit	Medical College of Pennsylvania	Secretary	Philadelphia, PA	Summer, 1978	Part time work while in school

(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)
Delaware General Assembly	Member, Veterans Higher Education Task Force	Est ☐ June, 2019 (est)	Est ☐ Present ☐ December, 2019
Delaware County	Performed legal research services	Est ☐ April, 2020	Est ☐ Present ☐ June, 2020
		Est ☐	Est ☐ Present ☐

4. 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.

Director's Award for Superior Performance as an Assistant United States Attorney, 1994

Commendations received from federal law enforcement agencies for prosecutions as an AUSA including:

- May, 1993 Commendation, Chairman, Interstate Commerce Commission
- September, 1993, Special Act Award, United States Attorney's Office, Philadelphia
- November, 1993 Commendation, Drug Enforcement Administration
- April, 1994 Commendation, Office of Inspector General, Department of Labor
- June, 1997 Commendation – Office of Inspector General, Federal Deposit Insurance Corporation
- October, 1998 Commendation, United States Attorney's Office, Northern District of Alabama
- February 3, 2000 Commendation, Attorney General Janet Reno for assistance to law enforcement delegation from South Africa
- December 18, 2000 Commendation, U.S. Mint Police, Department of Treasury
- February 2002 Commendation, Office of Inspector General, Health and Human Services

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten 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
Pennsylvania State Bar	1986 - present	Member of the Pennsylvania Bar

Delaware State Bar Association	2002 – 2015 (when I went inactive as a member of the DE bar)	Co-Chair of Corporate Counsel Section, 2006 – 2008 Member, Veterans Affairs Committee, 2008 (est)
Philadelphia Bar Association	1986 – 1989 (estimates)	Member
Association of Inspectors General	2016 – 2019 (estimates)	Member
Health Lawyers Association	2010 – 2015 (estimates)	Member
Blue Star Mothers of America	2015 (estimate)	Member
Cape May Point Civic Club	2018 (estimate)	Member
Cape May Point Taxpayers Association	2000 (estimate) – current	Member
St. John Chrysostom Catholic Church	1989 - current	Member
American Association of Attorney-Certified Public Accountants, Inc.	2000	Member
Joint Military Affairs Committee, Delaware Chamber of Commerce	2019 - 2021	Member

6. Political Activity

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

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)
Delegate, Democratic National Convention	Elected	June 2020	Two months, until DNC.

(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
Biden for President	Volunteer	Legal research	April, 2020 – November, 2020 (approximate)
Democratic National Committee	Volunteer	National Voter Protection Hotline	October, 2020

(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.

Name of Recipient	Amount	Year of Contribution
Christine Cannon Fizzano (Candidate for PA Superior Court Judge)	$250	2017
Biden Victory Fund	$500	2019 (cumulative for contributions under $200)
Christine Reuther (Candidate for Delaware County, PA County Council)	$250	2019
Stephanie Klein (Candidate for Judge, Delaware County, PA)	$200	2019
Biden for President	$250	2020
Biden Victory Fund	$740	2020 (cumulative for contributions under $200)

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet. N/A

Title	Publisher	Date(s) of Publication

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials. None.

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

As an Assistant U.S. Attorney that worked on bank fraud, money laundering and asset forfeiture within the Department of Justice, I lectured on these subjects at trainings. I have listed below all responsive materials of which I am aware, and which I have found after diligent effort. If I become aware of any others during the pendency of my nomination, I will promptly submit them to the Committee.

- June, 1993, Bank Fraud, Charlotte, NC to Secret Service
- August, 1993, Asset Forfeiture, Allentown, PA to DEA
- September (approx.) 1993, Advanced Asset Forfeiture and Money Laundering, Phoenix, AZ, DOJ
- April 20-21, 1994, Bank Fraud, Boston Mass, DOJ
- April 25 – 30, 1994, Negotiating Pleas, Washington DC, DOJ
- November, 1997, Criminal Asset Forfeiture, (no record of location) DOJ
- February, 1998, Asset Forfeiture and Money Laundering, DOJ
- April, 1998, Asset Forfeiture and Money Laundering, Delaware US Attorneys Office
- September 21 – 22, 1999, Asset Forfeiture and Money Laundering, Philadelphia, PA, DOJ
- November 15, 1999, Asset Forfeiture and Money Laundering, (no record of location), Secret Service
- January 20 – 22, 1999, Advanced Asset Forfeiture Seminar, National Advocacy Center, DOJ
- August 17-19, 1999, Asset Forfeiture and Money Laundering, National Advocacy Center, DOJ
- September, 1999, Money Laundering / Asset Forfeiture, IRS / Criminal Investigation Division, State College, PA
- May 10 – 12, 2000, Criminal Asset Forfeiture, National Advocacy Center, DOJ
- September, 2000, Ancillary Proceedings, Chicago US Attorneys' Office

With the Office of Legal Education at DOJ, I designed and taught at a Department of Justice course *Accounting for Prosecutors* which was presented August 22 – 24, 2000, and December 17 – 19, 2001, at the National Advocacy Center.

On October 15, 1997, I presented at a luncheon for the Philadelphia Chapter of Association of Government Accountants on White Collar Fraud investigations

In October 2006, I presented on the impact of laws such as Sarbanes Oxley at the Casualty Loss Reserve Seminar (co-sponsored by the Casualty Actuarial Society and American Academy of Actuaries), Atlanta, GA.

In September, 2018, I helped to organize and made introductory remarks at an event hosted by the Pastor of my church, St. John Chrysostom, Wallingford, PA, in order for parishioners to hear from a victim of sexual abuse.

In November, 2019, I moderated a Q & A with Sally Yates and University of Delaware students interested in law school.

I have been an Adjunct Lecturer at the University of Delaware and taught the following courses.

- Criminal Justice (1 credit). Spring, 2020
- Business Law (Spring '01; Spring '02; Winter '03; Spring '03)
- Financial Accounting. (Fall '02).

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews). None

9. 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.

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

10. 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

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee? Yes

(B) Do you agree to provide such information as is requested by such a committee? Yes

UNITED STATES SENATE

COMMITTEE ON VETERANS' AFFAIRS

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QUESTIONNAIRE FOR PRESIDENTIAL NOMINEES

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(A) Information concerning the employment, education, and relevant background of the nominee, which is made public; and

(B) Information concerning the financial and other background of the nominee, which is made public only when the Committee determines that such information bears directly on the nominee's qualifications to hold the position to which the individual is nominated.

Committee action on a nomination, including hearings or a meeting to consider a motion to recommend confirmation, shall not be initiated until at least five days after the nominee submits this form unless the Chairman, with the concurrence of the Ranking Minority Member, waives the waiting period.
In order to assist the Committee in its consideration of nominations, the Committee requests that each nominee complete the attached Questionnaire for Presidential Nominees. The notarized original and any supplemental information should be delivered to:

Committee on Veterans' Affairs
United States Senate
Room 412, Russell Senate Office Building
Washington, D.C. 20510

Attention: Chief Clerk

Revised April 2013

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Assistant Secretary of the Office of Congressional and Legislative Affairs	**April 19, 2021**

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Patricia	**Leigh**	**Ross**	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:** **The Capitol, H-232**		
City: **Washington**	**State:** **D.C.**	**Zip:** **20011**	**City:** **Washington**	**State:** **D.C.**	**Zip:** **20011**

Other Names Used						
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)
Patti		Ross			July 10, 1984 **Est** x	current **Est** x
					Est ☐	**Est** ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1984	Cleveland, Ohio

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
X	☐	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**

Spouse's Other Names Used (current spouse only)						
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**

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**
The College of Wooster	College	August 2002	May 2006	Bachelor of Arts	May 2006
		Est ☐	Est ☐ Present ☐		
		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)
Federal Employment	U.S. House of Representatives, Office of the Speaker	Senior Policy Advisor	Washington, DC	August 2011	Est ☐ Present x
Federal Employment	U.S. House of Representatives, Office of former Congressman Jim McDermott	Intern	Washington, DC	March 2011	July 2011
Non-Government Employment	Bryan Cave LLP	Special Assistant	Washington, DC	August 2009 Est X	February 2011 Est
Non-Government Employment	Legal Placements, Inc./Bryan Cave LLP	Temporary Administrative Assistant	Washington, DC	March 2009 Est x	July 2009 Est x
Non-Government Employment	J. Crew	Cashier/Floor Associate	Cincinnati, OH; Washington, DC	Dec. 2008 Est X	Feb. 2011 Est X
Non-Government Employment	Kroger	Cashier	Cincinnati, OH	Dec. 2008 Est X	Dec. 2008 Est X
Non-Government Employment	Obama for America	Field Organizer/Volunteer	Denver, CO; Colorado Springs, CO	Oct. 2008 Est X	November. 2008 Est X
Non-Government Employment	Environment America/Work for Progress	Field Organizer	Colorado Springs, CO; Philadelphia, PA; Allentown, PA; Cincinnati and Columbus, OH	July 2008 Est X	Oct. 2008 Est X

Non-Government Employment	Thomas & Thomas	Paralegal	Cincinnati, OH	Jan. 2007 Est X	June 2008 Est X
Government Employment	Hamilton County (Ohio)	Fellow	Cincinnati, OH	June 2006 Est X	Jan 2007 Est X
Non-Government Employment	Bass Pro Shop	Cashier/Floor Associate	Cincinnati, OH	June 2004 Est X	May 2006 Est X
Non-Government Employment	The College of Wooster Athletic Department	Student Assistant	Wooster, OH	Aug. 2002 Est X	May 2006
Government Employment	Village of Evendale	Assistant Swim Coach	Cincinnati, OH	June 2002 (seasonal) Est X	July 2005 (seasonal) Est X
Government Employment	Village of Evendale	Lifeguard	Cincinnati, OH	May 2001 Est X	August 2004 Est X
Government Employment	City of Sharonville	Lifeguard	Cincinnati, OH	June 2001 Est X	August 2002 Est X

(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. 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.

- Association of the U.S. Navy – Legislative Proponent Award (2017)
- Seasongood & Mayer "Good Government" Fellow (June 2006-January 2007)
- College of Wooster – Academic Achievement Award, $12,000 per year, 2002-2006
- College of Wooster – Copeland Fund For Independent Study ($1,500/2005)

- Sharonville Rotary Club – College Scholarship Award, 2002 (one-time, $500 est.)
- Princeton High School Athletics – Scholarship Award, 2002 (one-time, $500 est.)

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten 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
The College of Wooster Alumni Association	June 2006 – current	Class of 2006 – Secretary (2016 – current); FYI – My current term ends in June 2021, but I will resign the position if confirmed prior to that date.

6. 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
Joe Miklosi for Congress	Volunteer	Field and Event Advance	2012
Andrew Romanoff for Congress	Volunteer	Field, Debate Prep and Event Advance	2014
Jill Schiller for Congress	Volunteer	Field and Event Advance	2018
Matt Reel for Congress (Primary)	Volunteer	Poll Watching *Spent one day poll watching and carrying signs	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.

I have not given over $200 to an individual in a one-time political contribution nor $200 or more to one entity in the course of one calendar.

Name of Recipient	Amount	Year of Contribution

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

N/A

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

1. Wooster in Politics 2020: An Alumni Panel Discussion (Virtual Webinar; October 26, 2020)
2. Women's Congressional Policy Institute – Reflections on former fellow, Suhasini Jasani (Virtual; July 2020)
3. James Beard Foundation – "Your Voice Matters: Congress, Constituents, and the RESTAURANTS Act" (Virtual Webinar; August 27, 2020)
4. Columbia Teachers College and Dr. Sonya Douglass Horsford –Panel with Select House Democratic Education Staff (September 20, 2019)
5. TAPS College Experience – Forum (July 24, 2019)
6. Women in Agriculture – Breakfast with Bayer Monsanto Women Leaders (Washington, DC; June 2019)
7. University of California, California State University, California Community College Roundtable on Student Priorities (January 29, 2019)
8. 2018 EANGUS Legislative Workshop - Congressional Branch Panel Discussion (February, 6, 2018)
9. American Library Association – Award Acceptance on behalf of Speaker Nancy Pelosi (Washington, DC; May 2, 2016)
10. Child Care Aware Congressional Legislative Fly In – Patty Siegel Memorial Remarks on behalf of Speaker Nancy Pelosi (Washington, DC; April 2016)
11. College of Wooster Department of Political Science Alumni Panel (Apr il 2014)

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

N/A

9. 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)

10. 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.

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee?

Yes.

(B) Do you agree to provide such information as is requested by such a committee?
Yes.

Pre-Hearing Questions for the Record
Nomination Hearing of Donald M. Remy to
beDeputy Secretary of Veterans Affairs
From Chairman Jon Tester

Question 1. **Have you discussed with Secretary McDonough the duties he would like you to perform, or the role he would like you to assume, as Deputy Secretary?**

RESPONSE: I have been given a clear mission by Secretary McDonough: To use all my experience, skills, and leadership capabilities as the Department's Chief Operating and Management Officer to help nurture a culture of excellence and motivate those around me to deliver on our shared values. Further, the Secretary has expressed that we must immediately develop and execute on plans to appropriately re-introduce our workforce to a post-pandemic office environment and assure that our fiscal and personnel management strategies are well-positioned for employee and organizational success. If confirmed, I will embrace these and other assignments with courage, fortitude and humility.

Question 2. **Will you be VA's Chief Operating Officer? If so, please describe in detail what you understand the position of COO at VA to be.**

RESPONSE: Secretary McDonough indicated his expectation that, if confirmed, I serve as the Chief Operating Officer (COO) of the Department working under his direction. In that role, I would be responsible for Executive oversight and management of the daily operations of the Department, both at the Headquarters level and as implemented in the field operations of the Department. I can readily see analogies to a COO role in a corporate structure to the Deputy Secretary position as I understand it. I presently serve in the capacity of COO and fully understand and am prepared to undertake the traditional duties and responsibilities of the role. More detailed aspects of the COO portfolio of responsibility will need to await further discussions with the Secretary if I am confirmed.

Question 3. **What do you see as the biggest challenges facing VA at this time — in the Department as a whole, and specifically in VBA, VHA, NCA, and OIT?**

RESPONSE: Like the entire country, VA is facing multiple challenges at the same time. The Secretary has expressed that we must immediately develop and execute on plans to appropriately re-introduce our workforce to a post-pandemic office environment and ensure that our fiscal and personnel management strategies are well-positioned for employee and organizational success. VA must continue to address the pandemic and its associated challenges, including treating Veterans who are ill with the most advanced, evidence-based, treatments; robust testing protocols for Veterans and employees; and vaccine distribution for Veterans and employees. In addition, secondary effects of the pandemic including deferred healthcare and a growing claims backlog because of deferred compensation and pension physical exams must be met head on. I agree with the Secretary that of equal importance is working diligently to end sexual harassment of Veterans and staff, and creating a welcoming environment for Veterans, their caregivers and families.

Question 4. **What would be your top three priorities after assuming the role of Deputy Secretary?**

RESPONSE: If confirmed, my priorities will include:

- Ensure everyone in our workforce understands and embraces our collective commitments to our Veterans and their families.
- Working with this Committee and the professional team at VA to guide modernization and innovation to Veterans programs, facilities and services, including the delivery of Electronic Health Record Modernization.

- Listen to the needs and expectations of our Veterans and their families and take timely meaningful action to ensure effective delivery of benefits, healthcare and a worthy final resting place and lasting tributes to their service.

Question 5. **If confirmed, what efforts will you undertake to make certain that VA is aware of, and responsive to, the needs of the veterans' community? Do you plan to meet regularly with veterans' organizations?**

RESPONSE: As a Veteran myself and a family member of Veterans I understand the importance of VA being a responsive organization, and I share Secretary McDonough's commitment to building a true partnership relationship with Veterans service organizations (VSOs) and the Veteran community. If confirmed, it would be my intent to work with Secretary McDonough to regularly meet with VSOs.

Question 6. **How would you, as Deputy Secretary, work with the Office of Inspector General?**

RESPONSE: As Deputy Secretary, I commit to working collaboratively with the Office of Inspector General and will not interfere with or hinder the independent work of the Inspector General. I will ensure that the office is able to execute on its mission as set forth by Congress.

Question 7. **Do you agree to supply the Committee with such non-privileged information, materials, and documents as may be requested by the Committee in its oversight and legislative capacities for so long as you serve in the position of Deputy Secretary?**

RESPONSE: Yes

Question 8. **What would you do to ensure that members of Congress are advised in advance of problems, issues and emerging matters – particularly when those matters are specific to the area a member represents?**

RESPONSE: I firmly understand and respect the essential role that Congress plays in the oversight and accountability of the Executive Branch and share your expectations of transparent and timely communications from VA. If confirmed, I pledge to work together with Congress to address issues as they arise, so Veterans receive the best care and services possible. My goal will be to fulfill the Secretary's vision by working with OCLA and the rest of VA to build a collaborative, responsive, and proactive relationship with Congress.

Question 9. **What do you see as your role in the Department's effort to reduce veteran suicides? How will you use your position to promote veteran suicide prevention and mental health outreach?**

RESPONSE: The crisis of Veteran suicide in our country is tragic and part of a larger national crisis of suicide. If confirmed, I will work closely with the Secretary to promote Veteran suicide prevention and ensure that Veterans have timely world-class healthcare, which includes mental health care. Additionally, I will work with the Secretary to ensure VA shares resources with community organizations who are in the fight against Veteran suicide and use data-driven, evidence-based, results-oriented initiatives known to help reduce suicide. I understand that Veterans' experience and military service may increase the risk of suicide, and suicide prevention is a complex issue with no single cause or solution. I will work to help reduce barriers to care for Veterans, this includes working to reduce the stigma that remains for those who seek access to such clinical care and programming. I am committed to making sure suicide prevention is a top clinical and organization priority of VA.

As suicide prevention is a nation-wide public health crisis, it requires a whole of Federal government approach and I will work tirelessly with my colleagues at DOD, CDC, SAHMSA, and other Federal agencies to develop and implement an approach to suicide prevention that works.

Question 10. **As the Deputy Secretary you would serve as the Co-Chair to the VA-DOD Joint Executive Committee that oversees the health coordination and sharing activities between both departments. The JEC**

Joint Strategic Plan for FY 2019-2021 identifies a number of objectives related to improving the delivery of VA benefits to servicemembers upon separation, but has comparatively fewer objectives for how DOD can better prepare and inform VA of common diseases and conditions servicemembers face. Will you commit to using your position on the Joint Executive Committee to advocate for DOD to ensure that their health care monitoring of servicemembers is optimized to better inform VA treatments and disability claims adjudication?

RESPONSE: As I understand it, the JEC's purpose is to promote mutually beneficial coordination, use, or exchange of use of services and resources between the DOD and VA, with the goal of improving the quality, efficiency and effectiveness of the delivery of benefits and services to Veterans, service members, military retirees, and their families through an enhanced Department of Veterans Affairs and Department of Defense partnership, including with respect to job training and post-service placement. If confirmed, and under the direction of the Secretary, I would serve as the Co-chair of the JEC and would work to help VA pursue active use of the JEC to serve the needs of Veterans, military members, and their families. The position posited in the question – that DOD ensure that their health care monitoring of servicemembers is optimized to better inform VA treatments and disability claims adjudication – appears self-evident. From where I sit, this looks like a principle deserving of such a commitment.

Question 11. **While there is no authorizing statute laying out the exact structure and management of the Electronic Health Record Management (EHRM) program, appropriations law has directed the Deputy Secretary's office to play a central role in management of the funds for the program and historically the Deputy Secretary has played an influential role in the oversight of the program. Given that history, and the challenges and current Strategic Review underway, what role do you see yourself playing, if confirmed, in the management and oversight of the EHRM program? What are the key questions you would ask, if confirmed, about the status and trajectory of the program?**

RESPONSE: Veterans deserve access to quality health care, including a modern electronic health record (EHR) that enables the sharing of health information within VA, with the Department of Defense and with community care providers. If confirmed as VA Deputy Secretary, I will oversee VA's Electronic Health Record Modernization (EHRM) initiative, including adherence to cost, schedule and performance and ensure that VA offices collaborate towards this monumental goal. I will work with other Federal agencies and partners, such as Veteran Service Organizations, to provide clinicians with tools to improve care delivery and coordination that will support patient safety.

If confirmed, I will support the Secretary's core principles and will make certain that VA's new EHR meets these goals. I will dedicate intense focused effort to understand the interdependencies that must exist in a large-scale modernization effort, while considering VA's complex and unique needs. If confirmed, I would look to data from the initial rollout and feedback from clinicians and Veterans. These steps will allow me to better evaluate the initial launch of the EHR, take a thorough methodical examination of the strategic review thus far and provide leadership to guide the development of the program.

Question 12. **Current law states that the VA's Director of Construction and Facilities Management reports to the Deputy Secretary. In addition, there are construction and asset management leaders and activities including those focused on planning, leasing, activation, facility repair and maintenance that exist in other parts of the Department. If confirmed, what would be your priorities in helping VA strengthen its capacity to efficiently and effectively manage and upgrade its infrastructure that VA estimated in its FY 2021 budget could cost $76 billion.**

RESPONSE: Like the Secretary, I recognize that VA's infrastructure is aging and in need of repairs. In order to provide Veterans with high quality healthcare, and to ensure that VA remains the provider of choice to Veterans, the facilities must reflect the importance of the mission. If confirmed, I will work to develop a better

understanding of the process by which the Department makes decisions about facilities construction andmanagement and work in collaboration with Congress on ways to improve this process.

Pre-Hearing Questions for the Record
Nomination Hearing of Donald Remy to be
Deputy Secretary of Veterans Affairs
From Ranking Member Jerry Moran

Question 1. **Why does President Biden want you to be Deputy Secretary of Veterans Affairs? Is there a specific area or issue he wants you to focus on in this role?**

RESPONSE: I believe that President Biden nominated me to be the next Deputy Secretary of Veterans Affairs due to my vast experience handling challenging issues in complex organizations, my leadership and management acumen, and my personal commitment to public service and specifically to our Veterans. In this role, I believe that if confirmed I will be called upon to oversee and manage the Electronic Health Records Modernization efforts, the AIR Commission process, the human and financial resources of the agency, and continued challenges presented by COVID including testing, vaccinations and appropriate return to an office environment.

Question 2. **Have you discussed with Secretary McDonough what he would expect from you if you are confirmed as Deputy Secretary, and if so, what results is he looking for from you?**

RESPONSE: I have been given a clear mission by Secretary McDonough: To use all my experience, skills, and leadership capabilities as the Department's Chief Operating and Management Officer to help nurture a culture of excellence and motivate those around me to deliver on our shared values. Further, the Secretary has expressed that we must immediately develop and execute on plans to appropriately re-introduce our workforce to a post-pandemic office environment and assure that our fiscal and personnel management strategies are well-positioned for employee and organizational success. If confirmed, I will embrace these and other assignments with courage, fortitude and humility.

Question 3. **If confirmed, what will your top priorities be?**

RESPONSE: I will assist the Secretary in delivering on his priorities. Also, if confirmed, my initial priorities will include:

- Assure our workforce understands and embraces our collective commitments to our Veterans and their families.
- Working with this Committee and the professional team at VA, guide modernization and innovation to Veterans programs, facilities and services, including the delivery of Electronic Health Records Modernization.
- Listen to the needs and expectations of our Veteran's and their families and take timely meaningful action to ensure effective delivery of benefits, healthcare and a worthy final resting place and lasting tributes to their service.

Question 4. **What experience do you have that qualifies you to be Deputy Secretary of Veterans Affairs, and what specific challenges do you see at VA to which you will apply that experience?**

RESPONSE: In my 30 year professional career, I have served as a military officer, judicial clerk, schedule C and senior executive service government staff, Deputy Assistant Attorney General, private sector senior executive, general counsel, chief compliance officer, litigator and counselor, chief operating officer, governance expert, research and science department manager, and public servant. Each of these roles has provided me experiences which I believe together qualify me to be Deputy Secretary of Veterans Affairs. If confirmed, I will apply my experience to each and every one of VA's challenges put before me.

Question 5. **Please describe why you think our Federal government should or should not provide financial benefits and medical care to certain veterans. What outcomes do you believe these benefits and services are attempting to effect, and do you believe those are the right outcomes to pursue?**

RESPONSE: Not only do I believe that the federal government should provide financial benefits and medical care to Veterans, I believe that it must. The President, the Secretary and many members of this Committee have made clear that America owes a sacred obligation to those who have fought and sacrificed for our nation. I too hold that view as one of my fundamental beliefs. The outcome of these benefits is to honor those who have served and, in some circumstances, even to encourage others to serve based upon their promise. In both instances, I believe that those are proper outcomes to pursue as a matter of American public policy.

Question 6. **As co-chair of the Joint Executive Council with DoD, what issues would you prioritize working on with DoD to improve outcomes for veterans?**

RESPONSE: As I understand it, the JEC's purpose is to promote mutually beneficial coordination, use, or exchange of use of services and resources between the DOD and VA, with the goal of improving the quality, efficiency and effectiveness of the delivery of benefitsand services to Veterans, service members, military retirees, and their families through an enhanced Department of Veterans Affairs and Department of Defense partnership, including with respect to job training and post-service placement. If confirmed, and under the direction of the Secretary, I would serve as the Co-chair of the JEC and would work to help VA pursueactive use of the JEC to serve the needs of Veterans, military members, and their families.

Question 7. **VA leaders often speak about the culture of the organization and the need to change it to make VA more effective. Please describe your experience with organizational culture and how you have changed culture to improve performance.**

RESPONSE: VA is a large organization that faces complex challenges, and like any bureaucracy it has a culture and impediments. Throughout my career I have seen and

been a part of institutions with a strong culture and I have witnessed the success and failure to change and improve performance. In one instance we were siloed and not very effective. We adopted and "one team – one future" philosophy and a set of leadership criteria that we embedded in behaviors and performance ratings. That action aided in breaking down silos and building back a better culture. If confirmed, I will use all my experience, skills, and leadership capabilities to help nurture a culture of excellence and motivate those around me deliver on our shared values.

Question 8. **VA healthcare delivery has rapidly changed over the past year due to the COVID-19 pandemic. Further, the Department has had to rely heavily on virtual care delivery modalities versus traditional in-person care. If you are confirmed as Deputy Secretary, what will be your role in assisting VHA and more specifically the Office of Connected Care in finding and deploying innovative solutions to improve VA's virtual care programs?**

RESPONSE: If confirmed, I will work closely with and partner in our efforts at VHA and the Office of Connected Care in bringing innovative solutions to telehealth while also maintaining traditional in-person care. At this point, it is difficult and premature for me to answer with more specificity, but if confirmed I commit to gather additional data and information and to provide the necessary resources to assist VHA find and deploy innovative solutions to improve VA's virtual care programs.

Question 9. **If confirmed, what will be your role in ensuring VHA has the necessary support to adequately carry out their mission of providing high-quality health care, specifically mental health care and suicide prevention services, to veteran patient enrollees?**

RESPONSE: VA and this Committee have made abundantly clear their intense focus on access to mental health care and preventing Veteran suicide. If confirmed, I am committed to ensuring that we carry out our vital mission of providing high-quality health care, specifically mental health care and suicide prevention services for Veterans, and I would consider it a top priority to ensure that VHA has the necessary support to deliver those vital services in a timely way.

Question 10. **If confirmed, what will be your role in ensuring VBA receives the resources it needs and focuses on bringing down the backlog of claims and exams as well as focusing on the other priorities of VBA and their economic empowerment programs, such as the GI Bill, home loans, VR&E, employment and transition?**

RESPONSE: If confirmed, I will immediately examine the cause of any delays in processing or backlogs of Veterans' claims and assure that an effective plan is in place to reduce delays and eliminate any backlog. I recognize that the pandemic has been the reason for some of the processing challenges and we must take the lessons learned from that experience and improve. I will take steps to make certain that VBA has adequate

resources to focus on these efforts as well as resources to undertake important VA economic empowerment programs like GI Bill, home loans, VR&E and employment and transition assistance.

Question 11. **If confirmed, what will your role be in working with the Secretary, OGC and OAWP in holding employees properly accountable?**

RESPONSE: If confirmed, I will work very closely and collaboratively with the Secretary, OGC, and OAWP to carry out the law and fulfill our obligation to hold employees accountable in a fair and equitable fashion. My role will be to fulfill the Secretary's pledge to create a culture where VA employees are not afraid to bring problems to the attention of their supervisors or VA leadership or to bring claims forward that involve VA leadership.

Question 12. **In any organization, accountability for poorly performing employees is essential. Four years ago, Congress passed the bipartisan Accountability Act to reduce the length of time it takes to discipline or fire employees who are failing in their job of service to veterans and/or taxpayers. What is your view of that law and the issue of accountability generally?**

RESPONSE: I agree with Secretary McDonough's belief that accountability is the lifeblood of any organization. VA is a large organization with a unique and important mission to care for our Nation's Veterans and their families. If confirmed, in my role as the Deputy Secretary I will endeavor to make certain that all supervisors have the proper tools and training to manage poor performing staff and the authority to remove those staff when appropriate. I applaud Congress for holding VA accountable on behalf of our Veterans, whom we serve.

Pre-Hearing Questions for the Record Nomination Hearing of Matthew Quinn to be Under Secretary for Memorial Affairs Department of Veterans Affairs

From Chairman Jon Tester

Question 1. **Please describe your understanding of VA's mission. In your response, please describe how you would use the position for which you have been nominated to further that mission.**

RESPONSE: I've served in the DoD and private industry nearly 37 years, and there is no clearer mission than that of the Department of Veterans Affairs. Its mission is to care for those women and men who have served our nation in military service as well as their families. This is a commitment we as a nation have made to our Veterans and have a moral obligation to uphold. VA has three operational organizations that are aligned to meet this obligation to our Veterans and their families. The Veterans Health Administration, the Veterans Benefits Administration, and the National Cemetery Administration. If confirmed as the Under Secretary for Memorial Affairs, my mission will be to ensure our Veterans who have passed are honored with a final resting place befitting their service, we provide a lasting memorial to their service, and we ensure their families understand the incredible service their loved ones provided for our nation.

Question 2. **Have you and Secretary McDonough discussed the duties and the role you would assume as Under Secretary of Memorial Affairs if confirmed? If so, what specific areas of the job were discussed?**

RESPONSE: Secretary McDonough and I spoke about this incredible opportunity and the responsibility of the position within VA. He has made clear his priorities for VA, 1) to provide our Veterans with timely world-class healthcare, 2) to ensure our Veterans and their families have timely access to their benefits, and 3) to honor our Veterans with their final resting place and lasting tributes to their service. Through these priorities he has made it clear we are to always be a fierce, staunch advocate for our Veterans and their families and ensure that our national and state cemeteries are places of honor for our Veterans and their families.

Question 3. **How did your service as the Montana State Adjutant General prepare you for this role and how are you personally suited to this particular position in the executive branch?**

RESPONSE: I have served with fellow service members, Soldiers, Sailors, Airmen, Marines, and Coast Guard members at home and abroad and understand the mindset of our Veterans. As Adjutant General for the Montana National Guard and Director of the Department of Military Affairs, I had responsibility for Montana's

Veteran programs, to include our Veteran Service Officers as well as our state Veteran cemetery programs. I led an organization of 3500 Soldiers and Airmen as well as 300 state civilian employees with multi-dimensional responsibilities. This experience provided firsthand knowledge of how best to serve our Veterans across the U.S., especially Veterans in rural areas like Montana, that will serve me well if confirmed as the next Under Secretary for Memorial Affairs. I've honored fallen service members by presenting the U.S. flag to their family members, affording me the first-hand knowledge of the importance the final recognition ceremony for a Veteran means to their family. This gives me a great appreciation for what the National Cemetery Administration provides for our Veterans and how it must continue to provide best-in-class service.

Question 4. **Are there any specific problems or challenges that you have already identified that you would like to tackle in this position?**

RESPONSE: NCA is a very successful organization with incredible personnel who have taken to heart the mission of serving our Veterans and their families with world-class service. If confirmed I will not only focus my efforts on maintaining the exceptional customer service the department offers but will also explore new ways to motivate employees to continue providing that level of service to our Veterans and their families. There also remains portions of our country in which Veterans and their family members are large distances away from Veteran cemeteries. We must continue to look for innovative ways to improve upon and provide accessibility to an honorable final resting place for our nations Veterans.

Question 5. **Oftentimes, the only contact that a veteran and his/her family will have with VA is through the National Cemetery Administration. What will you do to make certain that this contact remains positive?**

RESPONSE: NCA has built a culture of honor that memorializes the Veteran upon her/his passing but also continues their legacy through the Veteran Memorial Legacy program. It leads the Government in customer satisfaction as measured by the American Customer Satisfaction Index, fostered in large part by the large number of Veterans that work in NCA (75% of its employees are Veterans). By continuing to honor our Veterans today and beyond, their families will appreciate the care and concern NCA has for the mission it performs.

Question 6. **How can NCA better support tribal veteran cemeteries?**

RESPONSE: NCA can best support our tribal Veteran cemeteries by first listening to our tribal nations, understanding their unique culture and their needs, and then

working with them to bridge any differences between our national cemetery program and the tribal Veteran cemeteries. We need to ensure our tribal governments are aware of all NCA has to offer through its grant program, the responsibilities that go along with the grants that are provided as well as look for ways to better enhance the grants for the tribal Veterans. Finally, it would be good to provide tribal relations training, if not already provided, to NCA staff that most interact with the tribal governments.

Question 7. **What are your plans to increase burial access for all veterans living in rural states?**

RESPONSE: If confirmed, I will continue to seek out new and innovative ways to expand the locations of Veteran cemeteries across the U.S. and our territories, as well as expand the ability to continue the memory and legacy of Veterans at all national cemeteries and state and tribal grant cemeteries. As interment preferences change for our Veterans, so should the options for location and the size requirements for our Veteran cemeteries.

Pre-Hearing Questions for the Record
Nomination Hearing of Maryanne Donaghy to be
Assistant Secretary for Accountability and Whistleblower Protection
Department of Veterans Affairs
From Chairman Jon Tester

Question 1. **Why do you seek this position?**

RESPONSE: I am grateful for the opportunity to serve Veterans. I believe that the experience I would bring to leading the Office of Accountability and Whistleblower Protection can make a difference to ensure that VA meets the goals of the Accountability and Whistleblower Protection Act.

Question 2. **Have you spoken to Secretary McDonough about his expectation for what your role would be within his team? Please summarize what was discussed.**

RESPONSE: I had a telephone conversation with Secretary McDonough about my interest in serving VA in this position. During that conversation the Secretary made it clear that he believes that this role is important to his goals for VA and its workforce.

Question 3. **Describe your previous management experience. Of those experiences, which have best prepared you to succeed in the office for which you have been nominated?**

RESPONSE: I have had deep experience, including management experience, as a federal prosecutor, and counseling non-profit, government and for-profit organizations about organizational changes that are needed for corrective action when things go wrong. If confirmed, I believe that my experience will help me to lead the Office of Accountability and Whistleblower Protection to achieve the goals that Congress intended.

Question 4. **How would your prior subordinates describe your management style?**

RESPONSE: As a leader, I strive to create an overall vision for the organization and through communication and consultation, lead a team to achieve the vision. At the same time, I accept accountability as leader of the organization. I strive to be goal oriented, fair, and committed to the personal growth of each employee.

Question 5. **Please describe your interactions with whistleblowers in any of your previous professional employment positions. Please also articulate your views about the importance of whistleblowers to the functioning of any large organization.**

RESPONSE: My career experience has been defined by working to correct problems for organizations that were brought to light by individuals who were willing to speak up. The importance of whistleblower protection is a given for me; an organization cannot sustain the values needed to meet its mission without whistleblower protection embedded in its culture.

Question 6. **What are your top three specific and measurable goals as Assistant Secretary for Accountability and Whistleblower Protection and how would you achieve them?**

RESPONSE: (1) to embed in the OAWP, and model as its leader, that the work of the OAWP will be defined by integrity, objectivity and excellence in work product.

(2) Protect VA whistleblowers by internal and external communication about the importance of whistleblower protection and maintain vigilance in executing on the principle.

(3) Further develop the role outlined by Congress in the Accountability and Whistleblower Protection Act by providing advice to the Secretary about continuous improvement of the VA culture to enable all employees to do their best jobs for veterans.

Question 7. **The Office of Accountability and Whistleblower Protection (OAWP) has had challenges since it was first established. It has been the subject of an extensive Office of Inspector General report, as well as several media and non-governmental organization investigations and stories, congressional hearings and other reviews. During this challenging period, many committed career employees have worked to the best of their ability to move the office forward. If confirmed, what will you do to steady the ship at OAWP so it can perform its key functions?**

RESPONSE: I respect the work of the many committed VA career employees who have worked to move the OAWP forward during challenging times, particularly those career employees who have worked so hard within OAWP. I commit to build on the work of those employees and, if confirmed, pledge to lead with and model integrity, objectivity, and excellence in the work product of the OAWP.

Question 8. **The Assistant Secretary for OAWP has a unique role as outlined in statute, performing certain enumerated functions assigned by the Secretary as well as being specifically distinct from VA's Office of General Counsel (OGC). Independence, from the Secretary, OGC, and other parts of the Department in conducting the work of OAWP was clearly important for Congress when drafting this law. How will you approach ensuring that independence is maintained?**

RESPONSE: I respect the need for independence of the OAWP and commit to maintaining that independence.

Question 9. **If confirmed, do you commit to communicating with this Committee if you believe your independence is being constrained, or your office is being interfered with, by any entity or individual inside or outside the Department?**

RESPONSE: Yes.

Question 10. **How do you anticipate building and maintaining a positive relationship with the Department's Inspector General, who plays a key role in making sure taxpayer dollars are spent wisely and conducting a broad range of investigations into waste, fraud, and abuse?**

RESPONSE: I believe that the Accountability and Whistleblower Protection Act complements, and does not supplant, the role of the VA Inspector General. I commit to communication and dialogue with the VA OIG to both achieve the synergy that Congress intended, and to ensure that taxpayer dollars are spent wisely.

Question 11. **How do you anticipate building and maintaining a positive relationship with the Office of Special Counsel, which assists in protecting federal employees and applicants from prohibited personnel practices, especially reprisal for whistleblowing.**

RESPONSE: The Office of Special Counsel and VA's Office of Accountability and Whistleblower Protection are aligned in the goal to protect whistleblowers. Like the role of the VA Inspector General, I believe that the Office of Accountability and Whistleblower Protection complements, and

does not supplant, the role of the Office of Special Counsel, and commit to communication and dialogue with the OSC to achieve the synergy that Congress intended.

Question 12. **Do you agree that VA employees have an absolute right to petition or communicate with members of Congress and congressional staff about matters related to the Department and that right may not be interfered with or denied?**

RESPONSE: Yes

Pre-Hearing Questions for the Record
Nomination Hearing of Patricia Ross to be
Assistant Secretary for Congressional and Legislative Affairs
Department of Veterans Affairs
From Chairman Jon Tester

Question 1. **Why are you seeking the position of Assistant Secretary of Congressional and Legislative Affairs?**

RESPONSE: The mission of VA is personal to me. I am the partner, granddaughter, niece, and daughter of Veterans. My grandfather was a WW2 Veteran, my partner, Tim, is a West Point graduate who relies on VA as a Post 9/11 Veteran after three deployments and my uncle is a veteran of 37 years in the Army Reserve. It would be an honor to help shape a strong VA for all Veterans.

Given my experience working in Congress, negotiating bipartisan efforts to support our nation's Veterans, I believe this role is one where I can best support Veterans and the mission of the Department.

Question 2. **Have you and Secretary McDonough discussed the duties and the role you would assume as Assistant Secretary for Congressional and Legislative Affairs if you are confirmed? If so, what specific areas of the job were discussed? How would approach those responsibilities if confirmed?**

RESPONSE: Secretary McDonough has made it clear that he places significant importance on VA's relationship with Congress and that it is critical to mission success.

Further, he puts such significant value on Congressional input that he wanted someone for the role of Assistant Secretary who had experience working in Congress, and who understands the pressures and constituent interests that Members want to address. VA can benefit from directly receiving input from you and your staff and improving the connection between your constituent feedback and the policymaking at the Department.

If confirmed, I would work to raise the priorities or concerns identified by Congress to discussion at the highest levels of VA, as well as facilitate conversations on VA policy initiatives in collaboration with this Committee.

I would be committed to executing on these priorities and goals, if confirmed.

Question 3. **What was your impression of OCLA while you were employed in the House of Representatives? How has that informed how you would manage OCLA?**

RESPONSE: During my years of requesting information from VA, I have, like many of your staff, had productive exchanges with OCLA and non-productive exchanges with OCLA. I have certainly felt the frustration of the Department not providing information as thoroughly or as quickly as I have needed or wanted it.

Secretary McDonough has stressed the importance of free flow of information between VA and Members of this Committee and of Congress and their constituents, and Veterans. He has said this is the lifeblood of a well-functioning organization and ensuring a close, collaborative, consultative relationship with this Committee and with the Congress is critical—I agree, and I believe it is important to get it right.

If confirmed, I will do my best as an advocate for Veterans to respond to the needs of Members and this Committee who need information to do their work. I will be your advocate within the Department, utilizing my years of experience as a Congressional staffer and will work to ensure that program offices understand the importance of providing timely and thorough information to OCLA, so that we can share it with you.

Question 4. **What do you see as the biggest challenges facing VA at this time? What steps would you take to immediately begin addressing these issues if confirmed?**

RESPONSE: VA is at the forefront of a global public health emergency and unrelenting pandemic. In addition to this test of VA's readiness, VA is implementing dozens of transformative bills – the Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020 (which includes the Deborah Sampson Act and key suicide prevention provisions, among many other improvements to benefits), the Hannon Act, the American Rescue Plan, the SAVE LIVES Act, the COMPACT Act and more – from the 116th and 117th Congresses. In addition to these legislative changes, VA is experiencing historic increases in cost of care, an aging Veterans population with growing medical needs, outdated infrastructure, provider shortages in both the public and private sector, an evolving education and benefit landscape in real time and rapidly changing community demographics. With these changes and trends, VA is at a critical moment.

If confirmed, I will work as an advocate for Veterans and collaborator with Congress to advance progress on these complex challenges. VA can and will do

hard things in this timely and urgent moment—a perfect storm of health care, benefits and resources challenges in the middle of a pandemic that will have long-term impacts on services for multiple generations who fought in different eras at different points in their lives. I want to be a part of the progress and am honored to be considered for this role.

Question 5. **How would you describe your management style and how is it suited to this particular position?**

RESPONSE: If confirmed, my management style at OCLA would be rooted in the spirit of servant leadership.

As an advocate for Veterans, it would be my goal as the leader of OCLA to support the Veteran-facing components of VA. OCLA's growing volume and variety of work reflects the enormity of VA's mission and presence in every corner of the country. To do that, we must carry the message of Congress to those organizations, to help VA prioritize initiatives and adjust based on the feedback you are getting from your constituents. If confirmed, it would be my goal to make sure this Committee and Members of Congress have the support from my leadership to get the information you need from VA and continue my reputation as an open, collaborative, responsive, honest, and transparent partner.

Question 6. **How do you view the relationship between OCLA and subject matter experts within VA?**

RESPONSE: It is hard for me to answer that question without being at VA. In my experience as a congressional staffer, I have observed OCLA as the coordinator of congressional inquiries, working with relevant Subject Matter Experts ("SMEs") to make sure information provided by the program and staff offices is sent back to Congress in a timely manner.

Without the support of the program and staff offices, OCLA cannot provide accurate, reliable information and data on VA's programs, updates on execution of its priorities or technical assistance on legislation. If confirmed, I will make sure that OCLA always adds value to the Department's exchanges with Congress, and advocate for OCLA within VA, in order for the Department to be able to provide timely responses that meet the needs of Congress to do its job on oversight and legislative functions.

Question 7. **What goals do you have for timely responses to Congress for requests for whitepapers, information, or other background materials? How would you work within the Department to ensure your goals are met?**

RESPONSE: It is hard for me to answer this question without being behind the scenes at VA. However, I recognize and acknowledge the frustrations by Congress on this issue and hope to use my perspective as a congressional staffer to provide timely responses in a way that is useful. My goal will be to keep in very close touch with this Committee and Members of Congress so that they can continue their work to help Veterans, and I will continuously monitor VA's performance and identify any trouble spots.

Not all inquiries require the same amount of effort. There are yes-and-no queries that should have quick turnaround, whereas pulling significant data and information could take longer. While one-size-fits-all benchmarks might not make sense, it does make sense that Congress gets useful information it needs to do its job, within a reasonable timeframe.

If confirmed, I will do my best to make sure you get the information you need.

Question 8. **What would you do to ensure that members of Congress are advised in advance of problems, issues, and emerging matters – particularly when those matters are specific to the area a member represents?**

RESPONSE: While it is difficult for me to answer specifics on process without being at VA, it would be a priority of mine, if confirmed, to ensure Congress is not surprised by emerging issues. This would be particularly important when the issue is local for a Member. Lessons learned as a congressional staffer about the importance of Members not being caught off guard would inform my approach to proactively sharing information, especially from an end-user experience, to avoid surprises.

Question 9. **How would you identify and evaluate any trends in the concerns raised by members of Congress and how would you present the issues raised for VA Senior Management so they might be addressed?**

RESPONSE: I believe it is one of the core responsibilities of the Assistant Secretary to identify and evaluate any trends in the concerns raised by Members of Congress and elevate this feedback to policy makers and VA senior leadership. If confirmed, I will do my best to make sure your priorities are raised within VA for the Department to address issues as they arise and adapt in order to provide the best outcomes for Veterans.

Question 10. **Please explain in detail what you understand the function of the House and Senate Committees on Veterans' Affairs to be and how you believe OCLA should relate, respond, and interact with Committee staff.**

RESPONSE: The House and Senate Committees on Veterans' Affairs write and pass legislation impacting VA's programs, exercise their constitutional duty to perform oversight as stewards of taxpayer dollars and hold the Department accountable for issues that arise. The Committees' work extends beyond these core roles as Senators and Representatives also represent the voice of Veterans from their states and congressional districts.

My perspective on the relationship between OCLA and Congress is informed by my ten years as a congressional staffer in a leadership office. As the liaison between VA and Congress, OCLA's ability and capacity to respond and interact with the Committees - bolstering relationships, sharing priorities, consistently and transparently communicating and collaborating on solutions and paths forward - is paramount as the bridge between the first two branches of government.

Question 11. **If confirmed, would you be able to work collegially with Republicans, Democrats, and Independents?**

RESPONSE: Yes—absolutely.

Over the last decade as a congressional staffer, I have worked in the minority, majority and with multiple Administrations from both parties. The great advances on landmark legislation over the course of my time as a congressional staffer have been transformative for Veterans, caregivers, and their families, and have been negotiated and advanced on a bipartisan basis. I have had the privilege of working on many of those pieces of legislation, collaboratively and congenially with staff members in both parties in the House and the Senate. If confirmed, I would look forward to continuing that effort and ensure that OCLA reflects that history of bipartisanship and progress on issues important to Veterans.

Pre-Hearing Questions for the Record
Nomination Hearing of Patricia Ross to be
Assistant Secretary for Congressional and Legislative Affairs
Department of Veterans Affairs
From Ranking Member Jerry Moran

Question 1. **Why do you want to be Assistant Secretary of Congressional and Legislative Affairs?**

RESPONSE: The mission of VA is personal to me. I am the partner, granddaughter, niece, and daughter of Veterans. My grandfather was a WW2 Veteran, my partner, Tim, is a West Point graduate who relies on VA as a Post 9/11 Veteran after three deployments and my uncle is a Veteran of 37 years in the Army Reserve. It would be an honor to help shape a strong VA for all Veterans.

Given my experience working in Congress, negotiating bipartisan efforts to support our nation's Veterans, I believe this role is one where I can best support Veterans and the mission of the Department.

Question 2. **Have you discussed with Secretary McDonough your duties and the role you would assume as Assistant Secretary for Congressional and Legislative Affairs if you are confirmed? If so, what specific priorities were discussed? How would you approach those responsibilities if confirmed?**

RESPONSE: Secretary McDonough has made it clear that he places significant importance on VA's relationship with Congress and that it is critical to mission success.

Further, he puts such significant value on Congressional input that he wanted someone for the role of Assistant Secretary who had experience working in Congress, and who understands the pressures and constituent interests that Members want to address. VA can benefit from directly receiving input from you and your staff and improving the connection between your constituent feedback and the policymaking at the Department.

If confirmed, I would work to raise the priorities or concerns identified by Congress to discussion at the highest levels of VA, as well as facilitate conversations on VA policy initiatives in collaboration with this Committee.

I would be committed to executing on these priorities and goals, if confirmed.

Question 3. **If confirmed, what would your role be in creating policy on veterans programs?**

RESPONSE: It is my understanding that the Assistant Secretary does not set policy, although the role is impactful.

In my years of observations as a congressional staffer, VA's Office of Congressional and Legislative Affairs (OCLA) coordinates all congressional inquiries as well as receives feedback and input from Committees, Members and staff, including legislative, oversight, constituent casework, and information requests.

If confirmed, I would be an advocate for Veterans and work to ensure that the feedback you share with OCLA from constituents is reflected in VA policy decisions as well as facilitate consistent, collaborative and transparent dialogue on VA's needs and resources. Staying in close touch with this Committee and Members will be a priority of mine, if confirmed, so that Congress can continue its work to help and improve outcomes for Veterans.

Question 4. **In your opinion, why does our country provide financial benefits and medical services to certain veterans? What specific outcomes are these benefits and services aimed at producing?**

RESPONSE: Since the early days of the Republic, the United States government has provided some form of benefits or care to those who donned the uniform. Over time, VA and its mission have grown in size, scope and complexity, especially after World War II with the establishment of the GI Bill—one of the most landmark and transformative policies in modern history—and expansion of VA as the second largest federal agency.

Today, VA's portfolio of resources, both financial benefits and medical services, reflects the eternal and sacred obligation that our nation places on the selfless service and sacrifice of the men and women in uniform. Congress has continuously sustained this bedrock promise as VA now provides services for multiple generations who fought in different eras at different points in their lives.

The expansion beyond health care and compensation for service-connected injuries, and pension programs includes comprehensive healthcare benefits for eligible Veterans, assisting those Veterans most in need—such as those who are homeless or at risk for homelessness, bridging the transition to civilian life with education, survivor and rehabilitation benefits that change the trajectories of millions, helping Veterans with the purchase of a home and providing a dignified memorial and final resting place.

The outcomes of those benefits and services are all aimed at improving the lives of Veterans, their caregivers and their families.

Question 5. **What was your experience working with OCLA while you were employed in the Speaker's Office? How has that informed how you would manage OCLA?**

RESPONSE: During my years of requesting information from VA, I have, like many of your staff, had productive exchanges with OCLA and non-productive exchanges with OCLA. I have certainly felt the frustration of the Department not providing information as thoroughly or as quickly as I have needed or wanted it.

Secretary McDonough has stressed the importance of free flow of information between VA and Members of this Committee and of Congress and their constituents, and Veterans. He has said this is the lifeblood of a well-functioning organization and ensuring a close, collaborative, consultative relationship with this Committee and with the Congress is critical—I agree, and I believe it is important to get it right.

If confirmed, I will do my best as an advocate for Veterans to respond to the needs of Members and this Committee who need information to do their work. I will be your advocate within the Department, utilizing my years of experience as a Congressional staffer and will work to ensure that program offices understand the importance of providing timely and thorough information to OCLA, so that we can share it with you.

Question 6. **Please describe in your own words what you believe the mission of VA should be.**

RESPONSE: I believe the mission of VA is to leave no Veteran behind when they come home. VA provides transformative services for multiple generations who fought in different eras at different points in their lives. This scope of mission reflects the enormity of VA's sacred obligation and its vast presence in every corner of the country.

As Secretary McDonough stated, I believe the focus of VA's core responsibilities includes:

1) Providing Veterans timely world-class health care;
2) Ensuring Veterans, families and caregivers have timely access to their benefits;
3) Honoring Veterans with their final resting place and a lasting tribute to their service; and
4) Supporting the nation's preparedness in times of emergency and disaster by ensuring VA's readiness in a crisis, including the pandemic.

Question 7. **If confirmed, what specific actions would you take to deliver on Secretary McDonough's promise to work collaboratively with this committee before important decisions are made at VA?**

RESPONSE: It is difficult for me to answer specifics without being fully immersed at VA. However, it would be a priority of mine, if confirmed, to utilize my end-user experience as a congressional staffer as well as execute on the Secretary's emphasis of the mission critical importance of VA's relationship with Congress. VA directly benefits from Committee and Member input because it reflects the voice of your constituents and it improves the connection between your feedback and policy.

If confirmed, it would also be a priority of mine to ensure an open and consultive relationship with the Committee to ensure collaboration and avoid Members being surprised by emerging issues or initiatives, especially if it is a local priority. Lessons learned as a congressional staffer about the importance of a close and transparent

relationship with Committees would inform my approach to proactively sharing information.

Question 8. **Based on your experience as a congressional staffer working with federal agencies, please describe for us what you think would be an appropriate and productive working relationship between congressional committee staff and the program experts within VA's offices and administrations.**

RESPONSE: It is hard to answer that question without being at VA. In my experience as a congressional staffer, I have observed OCLA as the coordinator of congressional inquiries, working with relevant Subject Matter Experts ("SMEs") as well as program and staff offices to make sure information provided by the program and staff offices is sent back to Congress in a timely manner.

Without the support of the program and staff offices, OCLA cannot provide accurate, reliable information and data on VA's programs, updates on execution of its priorities or technical assistance on legislation or consistently track priorities of Members and Committees. If confirmed, I will make sure that OCLA always adds value to the Department's exchanges with Congress and advocate for OCLA within VA, in order for the Department to be able to provide timely responses that meet the needs of Congress to do its job on oversight and legislative functions.

Question 9. **Useful data is key to Congress's duty to conduct oversight and advance good policies, and OCLA is VA's conduit for providing that data. If confirmed, how would you improve OCLA's ability to get timely and accurate responses from program offices to answer congressional information requests?**

RESPONSE: It is hard to answer that question before spending time at VA and knowing details on any processes. In my observations as a congressional staffer, data helps the Committee do its job and should be reasonably available. If confirmed, I will do my best to get you the information you need to help Veterans and prioritize the free flow of information between VA and Congress.

Question 10. **What changes would you recommend committee and congressional member office staff make to improve the working relationship between VA and Congress?**

RESPONSE: It is difficult to answer that without being immersed at VA. In my experience as a congressional staffer, I have observed that a strong and productive exchange between VA and Congress is reflective of the amount of ongoing collaboration and continuous outreach to strengthen the relationship, consistent and clear communication and transparency of emerging issues. If confirmed, I will do my best to ensure a close relationship with the Committee, its Members, and staff and will work within the Department to ensure the Committee and the Congress are seen as partners with the same objectives. VA cannot succeed without Congress.

Question 11. **Do you think it is important for federal agencies to answer questions for the record following committee hearings? Why or why not? As a congressional staffer, how long would you expect it to take for an agency to answer questions for the record following a hearing?**

RESPONSE: Yes—I agree. Questions for the record are a direct expression of information that a Committee needs to do its job. As a congressional staffer, I have certainly felt the frustration of the Department not providing information as thoroughly or as quickly as I have needed or wanted it.

It is difficult to answer on process and protocol without being at VA. While a one-size-fits-all benchmark might not make sense given the potential scope and size of some questions for the record, it does make sense that the Committee and the Congress get the information needed to fulfill their constitutional and oversight responsibilities in a reasonable timeframe and ensure that it is still useful.

Lessons learned as a congressional staffer would inform any approach that I would take, if confirmed, to ensure the Committee receives the information and data it needs.

Question 12. **What standard response deadlines should OCLA have for responding to information requests, questions for the record, or other inquiries from the Senate and House VA Committees? If OCLA is unable to meet those standards, would you request additional resources and staff to meet those deadlines?**

RESPONSE: It is hard for me to answer this question without being behind the scenes at VA. However, I recognize and acknowledge the frustrations by Congress on this issue and hope to use my perspective as a congressional staffer to provide timely responses in a way that is useful. My goal will be to keep in very close touch with this Committee and Members of Congress so that they can continue their work to help Veterans, and I will continuously monitor VA's performance and identify any trouble spots.

Not all inquiries require the same amount of effort. There are yes-and-no queries that should have quick turnaround, whereas pulling significant data and information could take longer. While one-size-fits-all benchmarks might not make sense, it does make sense that Congress gets useful information it needs to do its job, within a reasonable timeframe.

If confirmed, I will do my best to make sure you get the information you need. If the OCLA's resources are not adequate to provide timely information to Congress, if confirmed, it would be my job to do everything I can to secure those resources.

Question 13. **If confirmed, what priorities would you set for OCLA and what outcome measures would you evaluate to gauge OCLA's performance?**

RESPONSE: The Secretary has made clear the importance of VA's relationship with Congress, and he puts significant value on congressional input. While it is difficult for me

to answer specifics on metrics or measures without being behind the scenes at VA, the emphasis on this relationship by the Secretary would be the ethos of OCLA, if I were confirmed.

If confirmed, I would be an advocate for Veterans and a servant leader by ensuring OCLA effectively supports the Veteran-facing components of VA. OCLA's growing volume and variety of work reflects the enormity of VA's mission and presence nearly everywhere in the country. A useful indicator will be the level of satisfaction of Congress on the work of OCLA. In order to achieve that, OCLA must carry the message of Congress to those organizations, help VA prioritize initiatives and adjust or adapt to issues based on the feedback you are getting from your constituents.

POST-HEARING QUESTIONS FOR THE RECORD

Submitted by Senator Murray

"Hearing to Consider Pending Nominations"

May 19, 2021

For Mr. Remy:

COMMUNITY CARE

One of VA's biggest priorities is ensuring veterans receive the health care they need. In my home state, I am still hearing about difficulties veterans face in trying to access care through the community and difficulties community providers face when interacting with the program. There should be no unnecessary barriers for providers trying to join or serve veterans through the Community Care program.

> *Question 1.* **As Deputy Secretary, how will you work with your partners at VA to ensure community providers are able to continue working with veterans and ensure that veterans are able to access care in a timely manner?**
>
> **RESPONSE:** Providing Veterans with timely access to high quality health care is absolutely essential. I emphatically agree that we should not tolerate any unnecessary barriers for Veterans getting access to the quality care they have earned, whether that is directly with VA or through our Community Care program. A big part of that commitment is also not tolerating any unnecessary barriers for community care providers who now partner with VA, or want to partner with VA. If confirmed, to those ends I would work with great focus with the Secretary and other VA leaders, the Congress, our Veterans Service Organization (VSO) partners, our community provider partners, and those qualified community care providers who want to join with VA in the great mission of caring for our Veterans.

ELECTRONIC HEALTH RECORD MODERNIZATION

The staff at Mann-Grandstaff VA Medical Center in Spokane, WA where the Electronic Health Record Modernization Program is currently being piloted, have worked tirelessly to learn a new system with the end goal of providing a seamless transition for veterans transitioning from DoD to VA and a secure way to store and access health records. The project has put a strain on many providers and veterans, and I hope we can work together to fix any issues as they arise and carry these lessons into the rollout across Washington state and the nation.

> *Question 2.* **If confirmed, how will you ensure veterans and providers are actually being heard and their feedback is taken into account during the modernization project?**

RESPONSE: I believe that President Biden nominated me to be the next Deputy Secretary of Veterans Affairs due to my vast experience handling challenging issues in complex organizations, my leadership and management acumen, and my personal commitment to public service and specifically to our Veterans. In this role, I believe that if confirmed I will be called upon to oversee and manage the Electronic Health Records Modernization effort.

Veterans deserve access to quality health care, including a modern electronic health record (EHR) that enables the sharing of health information within VA, with the Department of Defense and with community care providers. Achieving this, I believe, will include adherence to cost, schedule and performance expectations. Moreover, to ensure that VA offices collaborate towards this monumental goal, I will work with other Federal agencies and partners, such as VSO partners, to provide clinicians with tools to improve care delivery and coordination that will support patient safety.

If confirmed, I will support the Secretary's core principles and will work to ensure that VA's new EHR meets these goals. I will dedicate intense focused effort to understand the interdependencies that must exist in a large-scale modernization effort, while considering VA's complex and unique needs. Specific to this question, if confirmed, I would look to data from the initial rollout, the 12-week strategic review, and feedback from clinicians and Veterans. Feedback from these groups is absolutely critical – they are the users of the system who have the highest stakes in its success, and VA's most important responsibility is to provide high quality health care for Veterans. These steps will allow me to better evaluate the initial launch of the EHR, carry out a thorough methodical examination of the strategic review thus far and provide leadership to guide the development of the program.

VETERANS EXPERIENCING HOMELESSNESS

The Department of Housing and Urban Development's annual homeless assessment report for 2020 showed that veteran homelessness did not decline, making 2020 the first year that homelessness among family households did not fall since 2010. The report also noted that 37,252 veterans were experiencing homelessness in the U.S., making up eight percent of all homeless adults. This is an area where we need to continue making progress – setbacks here are unacceptable.

Question 3. **How will you ensure that VA assists in decreasing the number of veterans experiencing homelessness?**

RESPONSE: Homelessness among Veterans is unacceptable and something that if confirmed, I intend to work on with the Secretary as an agency and government wide priority. VA needs strong partnerships with other federal agencies and community partners, as well as flexible funding that can meet the unique needs of this population. While combatting homelessness should be an all-of-government effort, VA historically has assumed a leadership role in administering programs to help Veterans and their family members who are homeless or at risk of homelessness. I understand homelessness

is a symptom of a set of problems with many facets, some of which are very deep-rooted On top of that, the COVID emergency has added a new layer of dislocation and urgency for many Americans. As the Deputy Secretary, if confirmed, I plan on using data and outcomes to track the efficacy of our existing programs and would be committed to continuous improvement, informed by national experts and most importantly, informed by the personal experiences of Veterans who are or have experienced homelessness.

In this area, VA services can really change lives for the better, if we can reach those Veterans. If confirmed, I will do everything I can to help VA help our most vulnerable Veterans.

Senator Mazie K. Hirono
Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations – Remy, Quinn, Donaghy, Ross
May 19, 2021

Questions Donald M. Remy, Nominee to be Deputy Secretary of Veterans Affairs

Sexual Harassment History
To ensure the fitness of nominees for any of our appointed positions, I ask every nominee who comes before me to answer the following two questions:

> *Question 1.* **Since you became a legal adult, have you ever made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature?**
>
> **RESPONSE:** No.
>
> *Question 2.* **Have you ever faced discipline, or entered into a settlement related to this kind of conduct?**
>
> **RESPONSE:** No.

ALOHA Project
For over a decade, I have worked to move forward a long-delayed VA clinic on Oahu. The Advanced Leeward Outpatient Health Care Access (ALOHA) Project was authorized in the VA Choice Act of 2014, and a lease award was finally made this year, after delays caused by the cost of the lease.

> *Question 3.* **As the Director of Construction and Facilities Management reports to you, will you commit to working with me and my staff to make sure this project continues to move forward without any additional delay?**
>
> **RESPONSE:** Yes, I commit to working with you and your staff, if confirmed, to avoid any additional delays and continue to move the project forward
>
> *Question 4.* **Can you commit to working with me and my staff to improve the process for awarding major medical leases so they do not get bogged down in years-long delays?**
>
> **RESPONSE:** Yes. Delays result in the unavailability of needed services for our Veterans. I commit to working with your staff to improve processes and avoid inexplicable years-long delays.

VA Organizational Culture
Under the previous administration, VA leadership had a troubling relationship with its employees, and senior leadership made decisions that cultivated a culture of distrust.

Question 5. **As the member of VA leadership overseeing the day-to-day operations, how do you plan to restore the relationship between political appointees and career staff?**

RESPONSE: I have been given a clear mandate by Secretary McDonough: To use all my experience, skills, and leadership capabilities as the Department's Chief Operating and Management Officer to help nurture a culture of excellence and motivate those around me to deliver on our shared values.

I know Secretary McDonough agrees with me that there is nothing more antithetical to this culture of excellence than to have an atmosphere of mistrust between political appointees and career staff. For myself, I can tell you that I value a workplace culture of mutual respect, teamwork and dedication to the mission, and I will do my best every day, if confirmed, to lead by example.

Question 6. **Have you given any thought to ways to reduce the retaliatory culture that has grown at VA?**

RESPONSE: I have strained my imagination to think of any instance where retaliation could be beneficial to an organization – and concluded that there is none. Retaliation can be a destructive cycle that corrodes morale and inhibits improvement in an organization, and I have not tolerated it in any workplace where I have been a manager or leader. Secretary McDonough has entrusted me to, if confirmed, nurture a culture of excellence and motivate those around me to deliver on our shared values.

From meeting Maryanne Donaghy, President Biden's nominee for Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection (OAWP) at VA, I have been impressed with her qualifications and readiness to ensure that a retaliatory culture is made foreign to VA. If confirmed, I am committed to making sure that the OAWP has the staff and resources to ensure that investigations undertaken are fair, transparent and effective, and that the mandates of the office are used fairly across the VA workforce.

Disparities in Representation
In his response to my questions for the record, Secretary McDonough committed to upholding President Biden's pledge to promote diversity across the federal government in building his senior leadership team at VA.

Question 7. **Do you support the Secretary in his commitment?**

RESPONSE: Yes, enthusiastically and without reservation.

Question 8. **How, after a year that drew a renewed attention to the inequities suffered by and violence inflicted upon minority groups in this country, can you as the Chief Operating Officer of VA ensure that VA is not only employing, but listening to a diverse set of voices?**

RESPONSE: Building an inclusive culture starts with listening to all voices, to include employees, Veterans and their families, and community stakeholders. I believe this last year has shown us that diversity and inclusion and achieving equity requires deliberate engagement and a strategic focus to root out practices, policies and directives that may contribute to an inequitable and unjust environment. I have spent a career working to ensure that every workforce I have been a part of is representative of those we serve and to communicate both internally and externally the value I place on diversity, equity and inclusion. Drawing on my recent experiences, if confirmed, I will work with the team at VA to: 1) have candid discussions on relevant issues; 2) gather survey data on culture and climate; 3) engage diversity/inclusion/equity experts and employee groups to help formulate action plans where needed; and 4) make sure employees and Veterans are comfortable talking about difficult issues of inequities, if present. If confirmed, I will work to make VA even more welcoming to all Veterans, including women Veterans, Veterans of color and LGBTQ+ Veterans

Questions for the Record
Senate Veterans Affairs Committee
"Consideration of Pending Nominations"
Wednesday May 19, 2021
Senator Kyrsten Sinema

Questions for Mr. Remy

Question 1. **In your position at the National Collegiate Athletic Association (NCAA), you've had to address challenges at the national, regional, and local level. Balancing those needs can be very difficult, and we certainly see that at the VA as well. There is an ongoing struggle to find the right balance between enacting national policies to create consistent standards locally while also providing flexibility locally so that VA medical facilities can meet the needs of their communities. If confirmed as Deputy Secretary of the VA, what are some principles or practices that you will bring with you from the NCAA that will help you address VA's needs at the national, regional, and local levels?**

RESPONSE: I am motivated to help VA facilities achieve the right balance between and amongst national, regional, and local policies and stakeholders and meet the needs of their communities. All effective organizations at the national level set clear and impactful expectations, while providing appropriate latitude to local/regional leaders to innovate and deliver value. If confirmed, I will bring to bear from my past experience, including my time at the NCAA, an approach based on the principles of communication, collaboration, inclusion, transparency and accountability. Moreover, if confirmed, I plan to deploy the practices of listening to and understanding the needs of constituents and making and communicating clear timely decisions. In my experience, these principles and actions provide the greatest likelihood of lasting positive results. The excellence in those results must be embraced and rewarded to cultivate a culture that constantly strives for improvement.

Question 2. **The VA estimates that it needs anywhere from $49-59 billion to tackle identified major and minor construction projects as part of its long-range capital action plan. Some estimates are higher than that. In Arizona, the Phoenix VA has a growing need to improve and expand its infrastructure as the veteran population it serves continues to grow. The Tucson Medical Center has as its priority a proposed major construction project to increase its capacity and update its bed tower. If confirmed, how will you address the VA's aging infrastructure and growing needs of facilities like those in Arizona?**

RESPONSE: Like the Secretary, I recognize that VA's infrastructure is aging and in need of repairs. In order to provide Veterans with high quality healthcare, and to ensure that VA remains the provider of choice to Veterans, the facilities must reflect the importance of the mission. If confirmed, I will work to develop a better understanding of the process by which the Department makes decisions about facilities construction and management. I also would work in collaboration with Congress on ways to improve this process, to meet Arizona's growing Veteran population and indeed modernize VA facilities and expand access across the country.

Question 3. **The VA's acquisition management has been listed on the Government Accountability Office's (GAO) high risk list since 2019. The VA has among the largest obligations and number of contracts in the federal government. In Fiscal Year 2019, the VA spent nearly a third of its discretionary budget ($27 billion) on products and services. This is a significant taxpayer investment. The VA needs to improve its acquisition processes. What do you see the role of the Deputy Secretary in improving these processes, and if confirmed, what experiences will you draw on to improve VA's acquisition management?**

RESPONSE: I understand that Secretary McDonough sees the role of Deputy Secretary as a Chief Operating and Management Officer. Acquisition management is clearly a vital part of VA operations, whether in construction, information technology, pharmaceuticals, or items needed for a modern medical system, such as personal protective equipment and medical devices. If confirmed, I expect I would be at the center of discussions on improving VA's management of its acquisition functions. This issue must be a priority at the Department, and VA must work to remove itself from GAO's high-risk rating list. If confirmed, I will draw on my experiences from early in my career handling procurement and acquisition legal issues for the Department of the Army, as well as my expertise gained through my oversight of aspects of purchasing and acquisition at NCAA, Fannie Mae, DOJ and law firms. I understand that acquisition management has been a challenge at the Department for some time, and if confirmed, I will focus on this issue and work with stakeholders on ways to improve the process.

Question 4. **The VA is significantly behind in reimbursement to ambulance companies transporting veterans due to an overly complicated claims adjudication process and as a result veterans are left with the bill for their transport when the VA should be covering it. If confirmed, will you work with service providers and Congress to find a solution to this problem and help ensure providers are getting paid and veterans are not left responsible for the bill?**

RESPONSE: Emphatically yes, if I am confirmed. If providers are not getting properly paid, and Veterans are getting improperly billed, it creates frustration and wasted effort all the way around.

Question 5. **I believe that for the VA to successfully serve veterans it must work well across its three administrations, Veterans Health, Veterans Benefits, and National Cemeteries. If confirmed, what steps will you take to ensure that VA is coordinating and collaborating internally, and taking a whole of government approach to provide a more efficient and effective service for the veterans it serves?**

I enthusiastically agree with the premise of your question – that good coordination and collaboration both within and outside of VA is essential for serving Veterans. If confirmed, I will combine my experience inside and outside government with that of Secretary McDonough's at the White House coordinating federal agencies at the highest level. Together, our approach based on transparency, constant coordination, and collaboration among a multitude of stakeholders will help ensure that VA is taking an inclusive approach that can achieve a more efficient and effective service for Veterans.

Post-Hearing Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations
May 20, 2021

Senator Cramer

Donald Remy, Nominee to be Deputy Secretary of Veterans Affairs

Question 1. **One of my main priorities last Congress was the implementation of Hyperbaric Oxygen Therapy (HBOT) for Veterans. I included language in S. 785 (now law) regarding HBOT:**

- **Authorizes the Secretary of the VA to enter into public-private partnerships to research the effectiveness of Hyperbaric Oxygen Therapy.**
- **Requires the VA to use an objective test to measure the effectiveness of Hyperbaric Oxygen Therapy.**
- **Commissions a comprehensive review and study of HBOT, both within the VA and in outside organizations. This study would be completed with a recommendation from the VA about the effectiveness of Hyperbaric Oxygen Therapy.**

Currently, the VHA Center for Compassionate Care Innovation (CCI) program is facilitating a clinical demonstration project regarding the use of HBOT for Veterans diagnosed with conditions such as posttraumatic stress disorder (PTSD). North Dakota is fortunate to have a community provider in Fargo participating in this demonstration project. In October of 2019, VA Secretary Willkie visited North Dakota and toured the HBOT clinic in Fargo. Best illustrated by the clinic, HBOT continues to be a top priority for me because I've seen firsthand the benefits of this innovative therapy. Given your position with the National Collegiate Athletic Association (NCAA), I imagine you've also witnessed the impact of HBOT in treating injuries among student athletes. Throughout the confirmation process, I've had several encouraging conversations with Secretary McDonough on the topic and remain hopeful he will uphold his commitment to cooperate in the research and partnerships authorized in S.785 - Commander John Scott Hannon Veterans Mental Health Care Improvement Act of 2019 relating to HBOT. Do you commit to working with my office to ensure the full implementation of this policy? Considering your background with the NCAA, do you believe HBOT could be a helpful treatment for veterans? Will you commit to meaningfully engaging in the demonstration projects and research partnerships authorized in S. 785 to garner more useful and thorough data on the efficacy of HBOT?

RESPONSE: I look forward, if confirmed, to looking at the results of the work you describe and to ensuring the VA implements the requirements outlined in the Commander John Scott Hannon Veterans Mental Health Care Improvement Act.

I understand that Hyperbaric Oxygen Therapy (HBOT) generally is acknowledged to have many therapeutic benefits for conditions not commonly seen in sport. Moreover, because of the

complexity and expense of the equipment required to administer HBOT, its use is either very limited or non-existent in the NCAA, but may be used at some higher resourced schools and in professional sports. As a result, I do not have appreciable data or information upon which to base a judgment on the usefulness of HBOT treatment of Veterans.

If confirmed as the Deputy Secretary of Veterans Affairs, I will closely examine appropriate research projects and partnership to garner more useful and thorough data on the efficacy of HBOT.

Post-Hearing Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations
May 19, 2021

Senator Boozman

Directed to Donald Remy,
Nominee to be Deputy Secretary of the Department of Veterans Affairs

Question 1. **Mr. Remy, the Veterans Administration (VA) is significantly behind in reimbursement to ambulance companies transporting veterans due to an overly complicated claims adjudication process and as a result many veterans are left with the bill for their transport when the VA should be covering it. There are record requirements by the VA that do not correlate to the care provided directly by ambulance providers and there are ways to make it more efficient based on the ambulance provider's actions and documentation**.

- **If confirmed, will you commit to working with providers to resolve these outstanding claims and ensure that veterans are not continuing to be billed for services the VA should be covering?**

  RESPONSE: Emphatically yes, if I am confirmed. If providers are not getting properly paid, and Veterans are getting improperly billed, it creates frustration and wasted effort all the way around.

QUESTIONS FOR THE RECORD – GENERAL QUINN

Submitted by Senator Murray

"Hearing to Consider Pending Nominations"

May 19, 2021

For General Quinn:

DIVERSITY, EQUITY, AND INCLUSION
Our nation's veterans are more diverse than ever before. The number of minority veterans, including women and tribal veterans, has grown significantly over the last decade and only continues to rise.

> *Question 1.* **How will you ensure that all veterans, regardless of race, religion, national origin, age, sex, disability, sexual orientation, or gender identity, are honored respectfully?**

Response: All our nation's Veterans deserve to be treated with dignity and respect regardless of race, religion, national origin, age, sex, disability, sexual orientation, or gender identity. If confirmed, I will lead the National Cemetery Administration (NCA) by setting the example for an inclusive workplace, fostering an environment of care and concern for employees at the Department of Veterans Affairs (VA). The professional staff at NCA has a proven track record of respectfully honoring Veterans and their Families in all encounters at VA Cemeteries, and if confirmed, I will uphold that standard.

Senator Mazie K. Hirono
Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations – Remy, Quinn, Donaghy, Ross
May 19, 2021

Questions Maj. General Matthew Quinn, Nominee to be Under Secretary of Veterans Affairs for Memorial Affairs

Sexual Harassment History
To ensure the fitness of nominees for any of our appointed positions, I ask every nominee who comes before me to answer the following two questions:

> *Question 1.* **Since you became a legal adult, have you ever made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature?**

Response: No, I have never made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature.

> *Question 2.* **Have you ever faced discipline, or entered into a settlement related to this kind of conduct?**

Response: No, I have never faced discipline, or entered into a settlement related to this kind of conduct as I have never made unwanted requests for sexual favors or committed any verbal or physical harassment or assault of a sexual nature.

National Memorial Center of the Pacific (Punchbowl)
The National Memorial Center of the Pacific currently has a number of deferred maintenance projects, some of which have been on the books for nearly ten years.

> *Question 3.* **Will you commit to reviewing these projects so they can be evaluated for completion?**

Response: Yes, if confirmed, I will review all ongoing, future, and delayed projects across the National Cemetery Administration to ensure they are evaluated for completion.

The American Battle Monuments Commission is planning the construction of an Interpretive Center at the National Memorial of the Pacific.

> *Question 4.* **If confirmed, can you commit to keeping an open dialogue with local staff in the planning of this project, so that an agreed-upon location for the center can be identified**?

Response: Although the American Battle Monuments Commission (ABMC) is a separate entity from NCA, if confirmed, I look forward to working in a bipartisan manner with the Senate Veterans Affairs Committee, the Senate and local staff as well as ABMC on their plans for an interpretive center at the National Memorial Cemetery of the Pacific.

"Consideration of Pending Nominations"
Wednesday May 19, 2021

Senator Kyrsten Sinema

Questions for Major General Quinn

> *Question 1.* **I believe that for the VA to successfully serve veterans it must work well across its three administrations, Veterans Health, Veterans Benefits, and National Cemeteries. Do you agree and if confirmed, how will you ensure the National Cemeteries Administration is coordinating and collaborating across the VA enterprise to provide a more efficient and effective service for veterans and their families?**

Response: Yes. I believe for Veterans to receive the care and benefits they deserve, if I am confirmed, it will be my responsibility to work closely with the Under Secretary for Benefits, Under Secretary for Health, and VA leadership across the VA enterprise. If confirmed, I plan to maintain an open line of communication within VA, with Congress, and with the Veteran

Service Organizations (VSO) to provide the most efficient and effective care and services our Veterans and their Families can receive.

Post-Hearing Questions for the Record
Senator Cramer
Senate Veterans' Affairs Committee
Pending Nominations
May 20, 2021

Gen. Matthew Quinn, Nominee to be Under Secretary for Memorial Affairs

Question 1. **The National Guard is an essential part of our military, playing an indispensable role in protecting our country. The internment of these men and women in a state veteran's cemetery should not diminish eligibility for a federal grant program furnished by the National Cemetery Administration. In fact, in 2001 legislation was signed into law (Section 111 of P.L. 107-73) to make the North Dakota Veteran's Cemetery (NDVC) eligible for the Veterans Cemetery Grant Program, regardless of the state's burial policies differing from those of the VA. Congressional intent was clear that NDVC qualifies for participation under this grant program. Do you believe a state cemetery should be cut off from federal funding simply because they inter members of the Guard and Reserve who do not meet a certain active-duty status? Do you commit to uphold congressional intent and ensure NDVC?**

Response: I commit that, if confirmed as the Under Secretary for Memorial Affairs, I will honor our nation's Veterans and utilize the resources provided by Congress to deliver burial benefits for all eligible Veterans, family members, or caregivers. If confirmed, I further commit to reviewing the 2001 legislation with NCA staff to ensure we are following Congress' intent at state cemeteries.

QUESTIONS FOR THE RECORD – MARYANNE DONAGHY

Submitted by Senator Murray

"Hearing to Consider Pending Nominations"

May 19, 2021

For Ms. Donaghy:

ACCOUNTABILITY

VA's Office of Accountability and Whistleblower Protection has been criticized in the past for its failure to properly implement the law and its failure to properly protect whistleblowers from retaliation or hold senior executives accountable.

> *Question 1.* **How will you work to ensure VA is properly handling complaints and ensuring employees are able to report without retaliation?**
>
> **RESPONSE:** I am aware that the VA's Office of Accountability and Whistleblower Protection has experienced significant challenges since its inception. I have deep and varied experience in investigations, implementing strategies that improve organizational culture, and leading functions within organizations that are designed for objective and deliberate analysis of institutional problems. I believe that this experience would serve me well to lead the Office, and if confirmed, I pledge to give it my all to lead with integrity and objectivity, and to ensure excellence in its work product. The Office will be committed to the protection of whistleblowers, and will work with the Secretary to foster a culture that supports every employee to do their personal best job to serve our Veterans

Senator Mazie K. Hirono
Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations – Remy, Quinn, Donaghy, Ross
May 19, 2021

Questions for Maryanne Donaghy, Nominee to be Assistant Secretary of Veterans Affairs for the Office of Accountability and Whistleblower Protection

Sexual Harassment History

To ensure the fitness of nominees for any of our appointed positions, I ask every nominee who comes before me to answer the following two questions:

> *Question 1.* **Since you became a legal adult, have you ever made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature?**

RESPONSE: No

Question 2. **Have you ever faced discipline, or entered into a settlement related to this kind of conduct?**

RESPONSE: No

State Veterans Homes Oversight

In 2019, the GAO found that VA was not conducting sufficient oversight of state veteran's homes, and provided three recommendations to better ensure veterans living in these homes were getting quality care. Thus far, VA is only recorded as having implemented one of the three recommendations.

Last year, the Yukio Okutsu State Veterans Home in Hilo, Hawaii was the site of a COVID-19 outbreak that killed 27 residents and spouses before it was brought under control. This devastating outbreak was not even the worst state veterans home outbreak we experienced nationally.

These outbreaks highlighted how important it is for VA to make sure that veterans' health and safety is paramount while residing in state homes.

Question 3. **As the Office of Accountability and Whistleblower Protection is responsible for overseeing the implementation of recommendations from GAO, can you commit to ensuring VA brings its oversight of state homes up to par and implements the remaining two recommendations, per GAO's report?**

RESPONSE: According to Pub. L. 115-41, the Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017, the OAWP is responsible for recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations from GAO. If confirmed, I commit to fulfilling the responsibilities of the OAWP set forth in the Act regarding the two remaining recommendations from the 2019 GAO report.

Employee retaliation

Both Secretary McDonough and General Counsel Sauber have said it is important that VA employees feel comfortable sharing good and bad information, and that the "free flow" of information is key to a well-functioning agency.

Question 4. **As the head of the Office responsible for handling whistleblower complaints, how would your office contribute to instilling a culture at VA in which retaliation for sharing negative information or whistleblowing is not acceptable?**

RESPONSE: As Assistant Secretary for Accountability and Whistleblower Protection, I will continue to embed and model integrity, objectivity and excellence in work product;

communicate internally and externally that the protection of whistleblowers is important, and maintain vigilance in executing on this principle through the work of the OAWP.

Question 5. **Under your leadership, how will the Office work with Secretary McDonough and the Office of General Counsel to restore VA employees' faith in VA management's support for whistleblowers?**

RESPONSE: I agree with Secretary McDonough and General Counsel Sauber that it is important that VA employees feel comfortable sharing good and bad information, and that the "free flow" of information is key to a well-functioning agency. If confirmed, I plan to work with the Secretary, the OGC and all VA components to continuously improve the VA culture to enable every employee to do their personal best job for Veterans.

Questions for the Record
Senate Veterans Affairs Committee
"Consideration of Pending Nominations"
Wednesday May 19, 2021
Senator Kyrsten Sinema

Questions for Ms. Donaghy

Question 1. **The Office of Accountability and Whistleblower Protection was created in recognition of the important role that whistleblowers play in the federal government, and certainly at the VA. In 2014, it was through whistleblowers that the Phoenix wait times scandal was brought to light. This scandal led to a number of important reforms at the VA, including the establishment of the Office of Accountability and Whistleblower Protection. However, the office has had some challenges meeting its mission. If confirmed, what steps will you take to assess the progress OAWP has made in meeting its mission and to lay out a strategy to move the office forward?**

RESPONSE: If confirmed, I plan to assess the work of the OAWP and ensure that it is aligned with the goals that Congress set forth in the Accountability and Whistleblower Protection Act, lead with integrity and objectivity, embed excellence in the work product of OAWP, and build on the efforts of the committed VA career employees who have worked to move the OAWP forward during challenging times. If confirmed, I plan to use the tools that Congress has provided in the Act to enable continuous improvement within VA to support a culture where every employee is able to do their personal best job for Veterans.

Question 2. **Stakeholders have expressed ongoing concerns that the office has been slow to implement sound investigative processes and training, leading them to question the outcomes of OAWP investigations. VA employees have reached out to my office expressing distrust with OAWP. How will you ensure sound processes and**

transparency, and build trust among VA employees, other stakeholders, and Congress that OAWP is fulfilling its mission to support whistleblowers?

RESPONSE: If confirmed, I plan to assess the work of the OAWP, to include investigative processes and training. That assessment will include communication and dialogue with key stakeholders, both within and outside of VA. I have extensive experience throughout my career involving investigations and counseling a wide range of organizations about changes that are needed to create cultures where employees are empowered to bring their best to their jobs, and believe that this experience will help me to lead the OAWP to achieve the goals that Congress intended. I plan to continue to build on the efforts of the committed VA career employees who have worked to move the OAWP forward during challenging times, and continuously improve trust in the OAWP.

Question 3. **One of the roles of OAWP is to track and confirm VA's implementation of recommendations from audits and investigations carried out by the VA Office of Inspector General, Medical Inspector, Office of Special Counsel, and Government Accountability Office. If confirmed, what steps will you take to implement this?**

RESPONSE: According to Pub. L. 115-41, the Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017, the OAWP is responsible for recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations carried out by the Inspector General, the Medical Inspector, the Special Counsel and GAO. If confirmed, I commit to fulfilling the responsibilities of the OAWP as set forth in the Act regarding the implementation and recommendations from audits and investigations of the VA Office of Inspector General, Medical Inspector, Office of Special Counsel and Government Accountability Office. If confirmed, I plan to assess and review the processes that OAWP has in place to carry-out these functions to ensure that OAWP processes reflect the intent of the law.

QUESTIONS FOR THE RECORD – PATTI ROSS

Senator Mazie K. Hirono
Questions for the Record
Senate Veterans' Affairs Committee
Pending Nominations – Remy, Quinn, Donaghy, Ross
May 19, 2021

Questions for Patricia Ross, Nominee to be Assistant Secretary of Veterans Affairs for Congressional and Legislative Affairs

Sexual Harassment History
To ensure the fitness of nominees for any of our appointed positions, I ask every nominee who comes before me to answer the following two questions:

> *Question 1.* **Since you became a legal adult, have you ever made unwanted requests for sexual favors, or committed any verbal or physical harassment or assault of a sexual nature?**
>
> **RESPONSE:** No.
>
> *Question 2.* **Have you ever faced discipline, or entered into a settlement related to this kind of conduct?**
>
> **RESPONSE:** No.

In your testimony and your responses to Chairman Tester's pre-hearing questions, you emphasized your experience as a congressional staffer interacting with OCLA, and how it could sometimes be frustrating.

> *Question 3.* **What is your initial take on the kinds of improvements that could be made, especially related to turn-around time for congressional requests for technical assistance?**
>
> **RESPONSE:** It is hard to answer that question without being at VA, but my observation as a congressional staffer is that any strong partnership between VA and Congress reflects ongoing collaboration, continuous outreach, consistent and clear communication, and transparency on emerging issues. The lessons I learned as a congressional staffer will inform my approach to proactive information sharing and maintaining a close relationship with the Committees. If confirmed, I will work to improve the connection between your constituent input and feedback and the Department as well as ensure the Committee and the Congress are seen as partners.
>
> Secretary McDonough has made clear the importance of VA's relationship with Congress. If confirmed, this will be my ethos and I will do my best to ensure that OCLA effectively supports and always adds value to the Veteran-facing components of VA.

OCLA's growing volume and variety of work reflects the enormity of VA's mission and presence. OCLA must carry the message of Congress to those very organizations, help VA prioritize Member requests and priorities, and where appropriate adjust or adapt to issues based on the feedback from your constituents.

If confirmed, I will do my best to facilitate collaboration between the VA and the Congress.

Questions for the Record
Senate Veterans Affairs Committee
"Consideration of Pending Nominations"
Wednesday May 19, 2021
Senator Kyrsten Sinema

Questions for Ms. Ross

Question 1. **In your questionnaire, you highlighted having had both productive and non-productive exchanges with VA's Office of Congressional and Legislative Affairs and outlined a goal to provide thorough and timely responses to Congress. From your experiences, what specific actions do you feel are important to achieve this goal?**

RESPONSE: While it is difficult to answer that question without being fully immersed in processes used within VA, my observations as a congressional staffer is that a strong partnership between VA and Congress is reflected in ongoing collaboration and continuous outreach, consistent and clear communication, and transparency about emerging issues. If confirmed, I will be an advocate for Veterans and my experience as a congressional staffer will inform my approach to proactive information sharing as well as to ensuring the feedback and input from your constituents is considered by the Department. It will be a priority of mine to maintain a close relationship with the Committee and Members and ensure that the Department sees the Committee and the Congress as partners.

The Secretary has made clear the importance of VA's relationship with Congress. If confirmed, this will be my ethos and I will do my best to ensure that OCLA effectively supports and always adds value to the Veteran-facing components of VA. OCLA's growing volume and variety of work reflects the enormity of VA's mission and presence nearly everywhere in the country. OCLA must carry the message of Congress to those very organizations, help VA prioritize requests for information and Member input, and where appropriate adjust or adapt to issues based on the feedback from your constituents.

Question 2. **If confirmed in this position, will you let the committee know if there are specific resources you need to improve OCLA operations?**

RESPONSE: If confirmed, I will.

OFFICE OF THE GOVERNOR
STATE OF MONTANA

GREG GIANFORTE
GOVERNOR

KRISTEN JURAS
LT. GOVERNOR

May 24, 2021

The Honorable Jon Tester
Chairman
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

The Honorable Jerry Moran
Ranking Member
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

Dear Chairman Tester and Ranking Member Moran:

I write to offer my strong support for President Biden's nomination of Major General Matthew T. Quinn to serve as Under Secretary for Memorial Affairs at the U.S. Department of Veterans Affairs (VA).

Since taking office in January, my staff and I have had the distinct privilege of working alongside Major General Quinn in his role as executive director of Montana's COVID-19 Task Force. I am grateful that Major General Quinn accepted my call to continue this critical work on behalf of the people of Montana, and his leadership has undoubtedly contributed to my administration's successful pandemic response.

While overseeing my COVID-19 Task Force, Major General Quinn managed a team of dedicated public health experts at our state's Department of Public Health and Human Services while collaborating closely with health care providers and stakeholders, public health authorities, and elected officials at all levels of government. Under his watch, Montana led the nation in vaccine distribution despite limited supply from the federal government and unique logistical challenges posed by our state's vast geography. Major General Quinn certainly met his mission in Montana – COVID-19 case counts are down, hospitalizations remain steady, vaccines are getting into arms, and our resilient state continues to get back to normal.

Due to his high character, ability to lead with a steady hand in times of crisis, and passion for our service members, I am proud to endorse Major General Quinn for this post and cannot think of a more fitting individual to serve the family, friends, and loved ones of our fallen men and women. I urge your committee and the U.S. Senate to swiftly confirm Major General Quinn as Under Secretary for Memorial Affairs at the VA.

Sincerely,

Greg Gianforte
Governor

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