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NOMINATION OF SCOTT KUPOR AND ERIC M. UELAND

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED NINETEENTH CONGRESS

FIRST SESSION

NOMINATION OF SCOTT KUPOR TO BE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT, AND ERIC M. UELAND TO BE DEPUTY DIRECTOR FOR MANAGEMENT, OFFICE OF MANAGEMENT AND BUDGET

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NOMINATION OF SCOTT KUPOR AND ERIC M. UELAND

THURSDAY, APRIL 3, 2025

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

The Committee met, pursuant to notice, at 9:30 a.m., in room SD–342, Dirksen Senate Office Building, Hon. Rand Paul, Chair of the Committee, presiding.

Present: Senators Paul [presiding], Johnson, Lankford, Moreno, Ernst, Moody, Peters, Hassan, Kim, Gallego, and Slotkin.

OPENING STATEMENT OF SENATOR PAUL[1]

Chairman PAUL. The hearing will come to order.

Today, the Committee meets to consider two critical nominations: Scott Kupor to be Director of the Office of Personnel Management (OPM), and Eric Ueland to be Deputy Director for Management (DDM) at the Office of Management and Budget (OMB).

These two positions are quite important to the functioning of our Federal Government. Together, they steer hiring policy, benefits administration, performance metrics, and the size and scope of the civil service itself.

The Federal workforce has ballooned to over two million civilian employees, not including contractors, grantees, or uniformed military. This means hundreds of thousands of bureaucrats writing rules, managing programs, and, often, dodging accountability, sheltered by a system that protects performance mediocrity and resists reform.

Over the past few years, we have seen agencies like the Internal Revenue Service (IRS) and the Centers for Disease Control and Prevention (CDC) fail the American people in real time. Yet, what was Washington's answer? More funding. Bigger payrolls. And less accountability.

It is not just bad policy; it is a complete misreading of the problem. You do not fix a broken machine by adding more broken parts. That is why this hearing matters. That is why it is important what we do here today.

Together I believe Mr. Ueland and Mr. Kupor will help President Trump achieve the goal of reducing Federal bureaucracy and ensuring agencies are accountable to the taxpayers they serve. I look forward to supporting both of their nominations.

[1] The prepared statement of Senator Paul appears in the Appendix on page 37.

At this time, I will now recognize the Ranking Member for his opening statement.

OPENING STATEMENT OF SENATOR PETERS[1]

Senator PETERS. Thank you, Mr. Chairman. Today we are indeed considering nominees for two positions that are critical to the Federal workforce.

Before discussing these nominees though, I must raise the issue that we have heard about, the Administration's use of unofficial messaging apps and non-government email addresses to discuss official and highly sensitive information related to this nation's security. This Committee has jurisdiction over the Federal Government cybersecurity as well as Federal records retention laws, and Mr. Chair, I hope that we are able to have a hearing on this important issue. We are going to be talking later this afternoon, Mr. Chair and I hope that we can raise the issue about having a hearing on what we have seen.

Now, turning to today's hearing, let me be clear. For the past 2½ months this Administration has engaged in an unprecedented assault on Federal workers across government. The Office of Management and Budget and the Office of Personnel Management, along with Elon Musk and the Department of Government Efficiency (DOGE), have been at the center of the Administration's reckless approach to eliminating programs as well as personnel.

OMB and OPM have led efforts to indiscriminately fire tens of thousands of probationary employees, including long-time public servants who were recently promoted due to their exemplary performance.

The Administration has engaged in mass firings without any analysis of the impact to services and programs communities across the Nation rely on. This includes eliminating entire offices dedicated to fighting infectious diseases, ensuring the safety of infant formula, technology modernization, public transparency, and civil rights.

Just last week, the President unilaterally stripped long-standing collective bargaining rights from one and a half million workers across the Federal Government.

These are not actions that will make the government more efficient or more accountable. These are actions that will cause permanent damage to agencies and their ability to effectively serve the American people.

Past administrations have pursued reforms, restructurings, and reductions in force, aimed at saving taxpayers' money and increasing efficiency. But what has been happening since January is destruction just for the sake of destruction. Not only are some of these actions clearly chaotic and clearly senseless, but many have also been found by courts to be actually illegal.

Mr. Kupor and Mr. Ueland, I appreciated meeting with each of you to discuss these concerns in my office. While there is a lot we may disagree on, I believe we share some of the same goals, including attracting and retaining top talent to serve in the Federal workforce. I am deeply concerned about how this Administration's

[1] The prepared statement of Senator Peters appears in the Appendix on page 38.

actions will undermine our ability to attract the best and brightest to work in the Federal Government.

Americans are watching as Federal workers, some who have dedicated their entire careers to public service, find out they are fired from a Friday night email or when they show up to work and are turned away by security. People considering entering the civil service are hearing top officials in the Administration demonize Federal workers and promise to put them, "in trauma." Some of the most successful and innovative recruitment programs have been halted. This is not the way to attract the next generation of talented and dedicated public servants.

I have repeatedly called on the Administration to explain and justify their actions, but I have received no engagement from the current leadership at OMB or OPM, no information in response to oversight requests, no attempt to work with Congress on thoughtful, bipartisan reforms.

Mr. Ueland, you have been serving at OMB since January. I hope you will be transparent with us today and provide some answers about the Administration's recent actions. Mr. Kupor, if confirmed, you will lead the agency responsible for driving personnel policy across the government, and I hope to hear from you today about how things will change under your leadership and how you will work with Congress and this Committee to pursue reforms in a thoughtful and collaborative manner.

I look forward to having a productive discussion with both of you.

Chairman PAUL. It is the practice of the Homeland Security and Governmental Affairs Committee (HSGAC) to swear in witnesses. Mr. Kupor and Mr. Ueland, please rise and raise your right hand.

Do you swear that the testimony you will give before this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. KUPOR. I do.

Mr. UELAND. I do.

Chairman PAUL. Scott Kupor has worked as an executive and an investor in the technology industry for nearly 30 years. He is a graduate of Stanford University and Stanford Law School. Mr. Kupor joined one of the earliest web-hosting businesses in 2000, where he led a variety of operating functions leading up to the company's acquisition in 2007. In 2009, Mr. Kupor joined with Mark Andreessen and Ben Horowitz to start a new venture capital firm focusing on backing promising early stage technology startups. He has invested in and sits on the boards of numerous health care technology startups, and has written a seminal book on venture capital industry.

Mr. Kupor, you are recognized for your opening statement.

TESTIMONY OF SCOTT KUPOR,[1] TO BE DIRECTOR, OFFICE OF PERSONNEL MANAGEMENT

Mr. KUPOR. Chairman Paul, Ranking Member Peters, and distinguished Members of the Homeland Security and Government Affairs Committee, thank you for the opportunity to appear before you today. I would also like to thank President Trump for providing me this important opportunity to be a part of his Administration.

By way of brief introduction, I grew up in Houston, Texas, and have mostly lived in Northern California for the better part of 35 years. My wife Laura and I have been married for nearly 28 years, and have been blessed with three amazing daughters, Ashley, Lexi, and Amanda

I spent nearly my entire professional career in the technology industry, first as an investment banker and then as an operating executive in both a startup and a Fortune 500 company. For the past 15 years, I helped build one of the most successful venture capital firms, growing from three people and a single $300 million fund to more than 600 people and $45 billion in assets.

Having spent my entire career in the private sector, you might rightly ask, why am I sitting here today and what do I bring to OPM. I am here for two reasons that I believe fully align with the broader goals of the Trump administration.

First, the United States is on an unsustainable fiscal path. We have $36 trillion in debt, and compound that each year to the tune of approximately $2 trillion. Getting our fiscal house in order is not only necessary but I believe it is a matter of fundamental fairness to the American people. It is simply unfair that ordinary Americans must find a way to live within their financial means, yet the government is free to spend as it wishes and pile up an insurmountable amount of debt on America's children and grandchildren.

If confirmed, I will work with the President, Congress, and the agencies to help right our financial footing. Every American knows that they cannot afford to be all things to all people. It is time the Federal Government recognizes the same.

Restructuring is no doubt hard, but we can and should do this in a way that is surgical, as President Trump has said, is transparent, and that respects the dignity and humanity of the hard-working members of the Federal workforce.

Second, just as the United States leads in many important industries, the Federal workforce should also be the envy of the world, and not just in terms of efficiency. Rather, we should also enable committed Federal employees to do their absolute best work every day on behalf of the American people, working in an environment that rewards innovation, measured risk-taking, and merit, versus one that rewards legacy, risk-avoidance at all costs, and tenure. This, too, is a matter of fairness. Dedicated Federal employees should not be hamstrung by an organizational system that prohibits them from best serving the American people. We can, and we should, do better.

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[1]The prepared statement of Mr. Kupor appears in the Appendix on page 40.

If confirmed, I will work with the President, with Congress, and with the agencies to design a talent recruitment, development, and management system that empowers Federal employees to provide the very best services to all Americans, one in which innovative thinking and efficiency drive decisionmaking.

Why am I the right person for the job? Yes, I come from the private sector, and yes, I recognize that the government is not the private sector. Rightly so, the government may have different goals and objectives that should inform our thinking.

However, the fundamentals of organizational design are largely the same, whether in nonprofits, the government, or in the private sector. I have led numerous organizations, from 5-to 10-person single-office teams, to a 1,300-person globally distributed, $1 billion business. Through trial and error, I have learned the following principals that I believe pervade most organizations.

First, everything starts and ends with objectives. I think we can all agree the Federal Government should do two things: first, provide the best services to the American people, but two, do so while preserving and protecting the long-term viability, fiscal stability, and national security of our incredible country. Sustained excessive deficit spending violates these objectives.

Second, incentives drive behavior. If we want high-quality services delivered efficiently, then we need a set of incentives, corresponding metrics, and a performance management system that rewards the desired behavior. A system that largely rewards tenure and where power is derived from who has the biggest budget and the largest head count does not achieve that.

Third, accountability matters. We have a broken performance management system, as evidenced by the fact that 69 percent of Federal employees are ranked above average and 0.4 percent are ranked as below average. Other than in Lake Wobegon, this simply defies logic. More importantly, the system is unfair to Federal employees who are, in fact, top performers. A players, rightly so, want to be surrounded by other A players. We owe that to them.

Fourth, communication, leadership, and transparency matter. Great leaders rally team members around the mission, communicate not just the what but also the why, and are transparent in their actions, whether popular or not. Particularly during restructurings, the remaining employees will judge their leaders based upon how well they manage this process. Getting this right is absolutely critical.

If confirmed, my hope is simple, albeit ambitious. The Federal Government should be the shining beacon upon which all great organizations are modeled. We should honor, reward, and enable those current hard-working, dedicated members of our team, and we should also attract the best and brightest from our universities, community college, and trade schools, and from the private sector.

As a matter of fundamental fairness, every Federal employee should be surrounded by other smart, hard-working people, have a manager who cares about and invests in their career development, be able to progress in their career and develop new skills, be fairly rewarded for the value they create, and held accountable to the organization's overall objectives. As Americans, I believe we should demand no less.

I thank you for your time and look forward to your questions.

Chairman PAUL. Thank you.

We are pleased this morning to be joined by former Senator Don Nickles, who will be doing an introduction for Eric Ueland. Mr. Nickles.

OPENING STATEMENT OF FORMER OKLAHOMA SENATOR DON NICKLES

Senator NICKLES. Mr. Chairman, thanks very much, and Ranking Member Peters, thank you. I served on this Committee many years ago.

I am not used to sitting on this side of the dais. But I served on this Committee many years ago. I have many fond memories of it, and I am delighted to be here to introduce my very good friend, Eric Ueland, that I had the pleasure of working with for many years. I have known Eric and his family, his wife Kathleen, his kids, Steven, Bridget, and Charlotte. Charlotte works in the Republican Cloakroom, which I think is kind of special.

I became Policy Committee Chairman way back when, in 1991. I took Bill Armstrong's place, who was one of my mentors in the Senate. And he said, "I have got several good people. One of the bright, shining stars in the Policy Committee was this young guy, Eric Ueland." And he was exactly right.

I was Chair of the Committee for six years, and it did not take long to realize we had a real shining star who was just a little bit smarter than anyone in the room. He was invaluable to me. I became Republican Whip after that and he was my Chief of Staff. After that he was Chief of Staff to Senator Frist as Senator Majority Leader. He was Chief of Staff to Senator Enzi, who was Chairman of the Budget Committee. He was Chief of Staff to Ranking Member of the Budget Committee, Senator Sessions. He was Chief of Staff for a while for Senator Santorum. In other words, he rose to the top in any position in the Senate.

He is eminently qualified, and he gets this because he is so smart. But he is also trustworthy, and he is truthful, and he listens. Ranking Member Peters, he listens to Democrats as well as Republicans. I can tell you that. I have been in countless meetings, and I know that he was involved in countless continuing resolutions (CRs), appropriation bill, big bills, all kinds of legislation. He was one of the individuals that could help make the Senate work and get the Senate's work done.

He helped us navigate some real crises in the Senate. September 11, 2001 (9/11), I remember it like yesterday. The anthrax attacks on Senator Daschle and others in the Senate. President Clinton's impeachment. Those were perilous times. A time that we had 50–50 votes in the Senate, that was awkward. It was challenging. It was difficult. But Eric Ueland was one of the people that had the cool, the calm, the intelligence to help make things work, and he did it very well.

You all will be pleased to know, too, that he has helped you in your endeavors. You may be involved in a vote-a-rama in the not-too-distant future. I was Budget Chairman for a couple of years. Vote-a-ramas are not fun. I did not like them. I wanted to reduce the time. Eric was responsible for banning amendments, basically

Senate amendments. You do not know this, but he is going to save you hours of time, because that is still the rules today. He banned amendments that were purely precatory. No one that I knew of knew what that meant, but basically it banned sent-to-the-Senate amendments.

After his Senate tenure, which was extensive, he served in the first Trump administration as Deputy Director of Domestic Policy Council and also as Director of Legislative Affairs. He also did a little time in the State Department as Senior Official for Civilian Security, Democracy, and Human Rights, and also as Director of Office of Foreign Resources.

Most recently, he was Commissioner and Vice Chairman of the U.S. Commission on International Freedom, a group that works with the State Department to confront threats to religious freedom around the world. They do outstanding work. That legislation passed the Senate, with Senator Lieberman and myself.

In other words, I think that Eric Ueland is immensely qualified. I think he will do a fantastic job. You will have a person that knows the Senate, that knows the Congress, that knows the Administration, that is honest and trustworthy, and will work tirelessly to do a good job for you, for our country. I urge your support of him. I hope that he has a strong bipartisan vote.

I know my colleagues, if Tom Daschle was here and others that I served with, that worked with Eric, they would be supporting him, as well, and that would include Harry Reid and others, because we negotiated, we worked, we made the Senate work.

I think Eric Ueland is a real gift to this country. I am honored and pleased that he would give of his time to continue his public service, and I think the country will be better for it.

Thank you, Mr. Chair.

Chairman PAUL. Eric, you have a lot to live up to there. [Laughter.]

Mr. Ueland, you are recognized for your opening statement.

TESTIMONY OF ERIC M. UELAND,[1] TO BE DEPUTY DIRECTOR FOR MANAGEMENT, OFFICE OF MANAGEMENT AND BUDGET

Mr. UELAND. Mr. Chairman, Ranking Member Peters, and Senators, thank you very much for holding this hearing this morning on our nominations. I very much appreciate the opportunity to appear before all of you today.

The Committee has a strong history, and I look forward to building on that if I have the privilege of confirmation as the Deputy Director for Management at the Office of Management and Budget.

I also greatly appreciate the trust and honor President Trump placed in me with this nomination. Of course, none of us could serve without the support of our family, who endure a lot, and mine are here today as part of these proceedings. I owe them and I thank them.

As well, I am grateful for the introduction by a former boss and friend of mine, Don Nickles. Such an incredible honor that he is here, speaking on my behalf here this morning.

[1] The prepared statement of Mr. Ueland appears in the Appendix on page 110.

Mr. Chair, the Deputy Director for Management at OMB celebrates its 35th birthday this year. Created as a key official to support the best financial management of the Federal books, the DDM over the years has become a go-to resource for a variety of tasks, including Federal performance and improvement, e-governance and information policy, procurement and linking data to spending, and how best to provide service to the American public.

Now as a result of the Presidential election, the Deputy Director for Management is positioned to assist and support departments and agencies as they drive change and bring long-needed reforms to the Federal Government. Under the direction of OMB's Director and Deputy Director, the DDM and its staff can be leaders in assessing and reforming the processes and operations that have made the Federal Government too large and too inefficient, while ensuring that the American people receive the government services they deserve and need.

This cannot be done successfully without partnerships and communication. If I am confirmed, I will make it my mission to wear out this Committee, and any interested members in Congress, to solicit input and share our course. I am hopeful that we can find places to cooperate and collaborate to tackle the many challenges we all face together.

I will also make sure that as we clarify problems, think through solutions, and help agencies and departments build a more responsive Federal Government in the 21st century, we take every opportunity we can to find, to explain the problems we discover, and the fixes that we propose. Any change is hard, but change with clarity to the workforce, to Congress, and to the public of what is at hand, the plans we have, and what we are implementing will reduce confusion and concern while driving better results that everyone has a stake in seeing succeed.

The DDM works to ensure departments and agencies create the best policy and delivery of strong Federal financial management through our Office of Federal Financial Management. We handle key aspects of Federal procurement, including policy and delivery, through the Office of Federal Procurement Policy. We work hard to help departments and agencies with their personnel management and performance evaluation through the Office of Performance and Personnel Management. We heighten cybersecurity and enhance the functionality of what the public expects through the Office of Federal Chief Information Officer.

The DDM works hard to understand the data the Federal Government has and how it relates to the programs and projects the government and Congress funds. OMB is responsible for figuring out how oversized the Federal real estate footprint is, how it is misaligned with taxpayer needs, and then rightsizing what we have, what we rent, and what we do.

Under the direction of the Director and Deputy Director it will be my job to ensure we meet our statutory responsibilities while pioneering new ways to deliver.

Everywhere I have worked, I have tackled new challenges, mastered ways and tools to deliver results, collaborated closely with colleagues, built outstanding teams, and ultimately delivered suc-

cess. I am excited about the work we face and the chance to serve and learn as the Deputy Director of Management at OMB.

I look forward to answering the questions you have, and a strong partnership with this Committee if I have the privilege of confirmation.

Mr. Chair, Senator Peters, thank you.

Chairman PAUL. It is the standard practice of this Committee for the Chair to ask the nominees the following question. Do you agree, without reservation, to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?

Mr. Kupor.

Mr. KUPOR. Yes.

Chairman PAUL. Mr. Ueland.

Mr. UELAND. I do.

Chairman PAUL. I will reserve the remainder of my time, and at this time recognize Senator Johnson.

OPENING STATEMENT OF SENATOR JOHNSON

Senator JOHNSON. Thank you, Mr. Chair, and I thank both of you gentlemen for your willingness to serve your nation in this aspect.

Mr. Kupor, you are obviously from the private sector, and the private sector has certain disciplines. They have to balance the budget or they go bankrupt, and then everybody loses their job. But also, in general, should be at-will employment. The Federal Government does not have to balance its budget, which is why we are approaching $37 trillion in debt. And by and large, Federal employees are immune from losing their job. they do not show up for work and they expect to continue to be employed.

do you want to just quickly address the imbalance there and how that impacts the effectiveness of the Federal Government?

Mr. KUPOR. Yes. Thank you, Senator. Look, I agree a foundational part of any organization ultimately is accountability that you are talking about, and that requires managers, obviously, to provide feedback and to protect individuals. But ultimately I do think we should look to a system where if people are performing, quite frankly, they should be rewarded and rewarded handsomely, and if people are not performing appropriately then we need to find ways in which for them to find opportunities elsewhere.

Senator JOHNSON. Mr. Ueland, about three years ago we were engaged in an omnibus spending debate, and I asked my colleagues, as well as the Washington press corps, "Anybody know how much we spent last year?" Nobody answered. I did get one answer from the press. It was like over a trillion dollars. OK, that is discretionary spending, which is approximately 25 percent of total spending. The other 75 percent is mandatory, and we never look at it. We have gone from $4.4 trillion in 2019, to probably about $7.3 trillion this year. Completely out of control—63 percent increase, and our population has grown 2.6 percent. I think you are well aware of the different pre-pandemic spending options I have laid on the table.

What I want to talk about is a process for returning to a pre-pandemic level. We have never had a process to control Federal

spending. I was not aware of the fact that the Appropriations Committees were initially established because of the authorizing committees were big spenders. Well, that didn't work. The Budget Act did not work. Simpson-Bowles did not work. The Budget Control Act did restrain discretionary spending for a couple of years, but we weaseled around that.

I proposed a bicameral panel, Senators and House members working with OMB, to do something the private sector does all the time, a budget review meeting, and go through the 2,400 individual lines of expenditure and ask the administration to justify the spending. Compare that against, for example, fully inflated 2019 spending, or 2014 under Obama, or 1998 under Clinton.

Again, you have a lot of experience. You have seen to what extent the administration looks at the detail. We do not. Again, Congress does not even consider 75 percent of the budget, and I would argue that the 25 percent we do is not done in a particularly professional manner. It is pretty much, what did we spend last year? We are going to increase it 2, 3, 4 percent and then pat ourselves on the back when we do an increase, and wow, by the way, we are sliding discretionary spending into other mandatory. We have gone from $642 billion in other mandatory—not Social Security, Medicare, or even Medicaid—$642 billion of other mandatory, to $1.3 trillion this year.

Again, with the short time remaining, talk to me about how we can develop a process, like the private sector, to go line-by-line through the Federal budget cooperatively, the administration with Congress, so that the end result is something we can all embrace.

Mr. UELAND. I appreciate your question, Senator, and absolutely, we discussed this before and I know you have had a chance to discuss this both with the President and the Director and the Deputy Director.

As you know, OMB, under the Director and Deputy Director, are going through this line-by-line evaluation against a rubric of the President's campaign commitments, but, as well, working to engage with you and others members of the Senate and the House, about where matters stand, potential alternatives, share information and ideas, ultimately, to your point, to ensure that, to the maximum extent possible, we are as unified as possible on the budget path and trajectory going forward.

To your point about the amount of money being spent, one of the challenges, as you know, that has oftentimes not been as easily noticed by the press, is how much of that spending is obligatory interest payment on the Federal debt, which is something, again, when you joined the Senate, was much lower, around $100 billion a year, and now is $1 trillion a year. It exceeds almost any other domestic discretionary aggregate big spends, including the Department of Defense (DOD) and the Department of Labor (DOL) and the Department of Health and Human Services (HHS).

We have a challenge for the $36 trillion of debt that we already owe, which is, by the way, as you know better than most, not the full debt, just the public debt. The debt that we owe to ourselves, you add that on top, we are at nearly $45 trillion.

So being very methodical, very careful, very clear about where to go is something that I hope there is both ends of Pennsylvania Avenue's ability to engage and work through.

Senator JOHNSON. I guess I am just asking for commitment to continue to work with us on developing a process that actually achieves a pre-pandemic level spending. Will you do that?

Mr. UELAND. Absolutely. I am happy to commit to the process. Again, I know you have discussed directly with Director Vought ideas about the best way to engage in that conversation.

Senator JOHNSON. Thank you both. Thank you, Mr. Chair.

Chairman PAUL. Senator Peters.

Senator PETERS. Thank you, Mr. Chair.

Mr. Kupor, do you think that input from Federal unions is important and valuable for developing Federal personnel policy and providing guidance to other agencies on personnel management?

Mr. KUPOR. Look, I think input from any party who is part of the labor force makes a lot of sense, yes.

Senator PETERS. So that is a yes for Federal unions.

Mr. KUPOR. Yes.

Senator PETERS. How specifically do you plan to engage with Federal unions coming into the role as the OMB Director?

Mr. KUPOR. Thank you, Senator. One of the things I would like to do, consistent with what the Senator was talking about, is when you do the hard work of actually looking, kind of line-by-line and function-by-function, about what are the organizations and functions we can support and what are things that potentially are outside the scope of what we are doing, and we need to work all facets of the labor force to make sure that we have a plan going forward, that, to the extent there are cuts that are appropriated in the organization, we have a way to deliver the services that are appropriated to the American people.

Senator PETERS. Specifically, how do you plan to engage with the Federal unions?

Mr. KUPOR. I very much will have an open door, and if anybody wants to come talk to me and provide input and feedback on the process, I would be very happy to do that.

Senator PETERS. Does it concern you that the Executive Order (EO) issued by President Trump last week to eliminate collective bargaining rights for 1.5 million civil servants might make that engagement more challenging?

Mr. KUPOR. Senator, my understanding of that Executive Order is that it does recognize the President has the ability to designate certain areas that are associated with national security, where Federal labor union employment may be less relevant than in other places.

Look, I have not had a chance to study it in detail, but I certainly will do so, and I am sure that OPM will be a part of that process.

Senator PETERS. I would certainly like you to study it, and I would love to talk to you about it. One and a half million is a pretty broadening of the scope that has not been done by any President, either Republican or Democratic in the past.

Mr. Ueland, are you concerned about the impact of the March 27th Executive Order and what it will have on agency morale, re-

tention, and performance across a wide part of the Federal Government responsible for protecting national security, providing care to our veterans, as well as responding to emergencies?

Mr. UELAND. Senator, I am actually excited about the opportunity the Executive Order lays out for giving the Federal Government the ability to align mission with responsibility and ensure, at the end of the day, as Mr. Kupor has testified, we have the highest quality, highest qualified workforce assigned appropriately to the mission, task, and responsibilities of the Federal Government itself.

Senator PETERS. So as you are looking at this, will you take any steps to actually measure the impact of this Executive Order on services that many Americans rely on?

Mr. UELAND. I have not considered whether or not to measure, and if so how to measure the sorts of impacts. I will also point out that measurement should go beyond the impacts for workers. It should also go to the general private sector, as well—how are our reformulations creating opportunities for individuals both to join the Federal workforce but the private sector providing goods and services, as well, to the general public.

Senator PETERS. My question was on services that Americans rely on. How will this impact the services that Americans rely on? I am a little surprised to hear that you do not know if you will actually measure that. Certainly a business, if you are running a business, you measure everything. You want to make sure if you are putting policies in place, it actually accomplishes not the political rhetoric but actually makes a difference on the ground. We are talking about services to the American people that rely on each and every day, and you are telling me you are not going to measure that?

Mr. UELAND. Senator, I do think that is a bit of a mischaracterization of what I said.

Senator PETERS. Well, clarify, please.

Mr. UELAND. Thank you very much. Senator, I am not yet, having had the privilege of confirmation, if that is what the Senate elects to do, sitting in the chair and understanding appropriately where we are, where we are going, and if, at all, the best way to measure what is ongoing and, as I said, what is occurring not just for the Federal Government but out in the general public, as well.

So until, or unless, I have the chance at confirmation, I am not going to commit to taking specific courses of action. In fact, I have tried to stay away from the role and responsibilities of the DDM during my service at OMB as the Acting Chief of Staff.

Senator PETERS. I would hope that you would measure, make sure that it is actually working. Certainly this Committee has the oversight function and we are going to make sure things are working.

Mr. Kupor, based on your private sector experience, if you could give just a quick answer to the following actions, as a very success businessperson.

Does it make sense to start a restructuring by firing folks who have just been promoted because of their outstanding performance? Yes or no.

Mr. KUPOR. Thank you, Senator. Look, it is very hard for me to comment on things that have happened when I have not been in the role.

Senator PETERS. I am just saying, would you fire, in a business, would you fire someone you just promoted because they were outstanding? Are you going to say, "Well, you know, we are going to fire you now, but congratulations." Do you think that is good sense?

Mr. KUPOR. Senator, I have been very clear in my written responses and in the conversations that we have had that, look, I think the process is one that requires transparency and communication, and we need to recognize and respect the humanity of the workforce.

Senator PETERS. So you would be troubled. You are troubled by that.

Mr. KUPOR. I will tell you again that I believe the right way to do this is through communication and respecting the rights and roles of the employees.

Senator PETERS. The other question. Does it make sense to fire everyone from a newly created office that your business believes is necessary and should be running, but you fire everybody in it anyways. Does that make sense?

Mr. KUPOR. Certainly, look, if I were in a business context, the right thing to do would be figure out what are the functions that we need to do, what are the things that we think are critical, and we certainly would not want to lose functions unless we understood, is there some other substitutionary way that we could provide those services appropriately.

Senator PETERS. So basically you would think about it before you did it. That is great. That is not what happened. If confirmed, I hope that is the process that we see going forward, that we actually put some thought.

The one other question, if I may, Mr. Chair, is it wise for business leaders to fire people with highly specialized, critical skills, just because they are new?

Mr. KUPOR. Again, Senator, as I mentioned, look, I think the right way to do things is we should make sure, if we are going to fire somebody or eliminate a service, and it is a critical service that needs to be provided, we should make sure that there is a way to deliver those services.

Senator PETERS. I hope there is forward thought. Thank you.

Chairman PAUL. Senator Moody.

OPENING STATEMENT OF SENATOR MOODY

Senator MOODY. Thank you, Mr. Chair. You were very measured in that response. I would say absolutely, if somebody in this last administration was walking out the door, some of the people they promoted and the money that they spent, it should absolutely be reviewed and reconsidered. You were very measured, and I respect that.

I want to first thank you for being here and thank you for using your gifts and talents and expertise and volunteering to serve your country. Probably does not pay as well as you might make on the outside world, and I really respect people that do that, so thank

you. I also say thank you to your family. Some of them I have been getting to know better.

I have found, over the course of my career, especially during transitions to new roles, it is harder on the families than it is those of us going through the career transition. I appreciate you supporting them, being here with them today. I know it means a lot to them, and certainly we thank you for supporting them through this.

I happen to think, and this might be, I am only two months in. But I have seen a lot of confirmation hearings over my first two months, and I happen to think that this specific hearing is one of the most important that we will conduct. A lot of people do not know a lot about the Office of Personnel Management and the Office of Management and Budget. I think right now, at this moment in time, and our nation's history, and with this kind of leader at the helm like President Trump, these are probably two of the most important positions in this Administration.

I say that because when President Trump was elected, he said, "I am going to address the sprawling Federal Government, the wasteful spending," and indeed, the results showed this Administration was given a mandate to examine this unelected Federal bureaucracy that has ballooned over the decades, and return it to being accountable to those elected by the people, and ultimately to we, the people.

You are coming in at a time where you have a leader that is willing to be brave enough to make the really hard decisions, and be bold about that, up front, and say in many respects, probably a good idea, as I mentioned earlier, but these are going to be some tough choices on spending and policy. But we have to make them. At some point some leader is going to be in the position where they are going to have to say, some President is going to have to say, enough is enough. We have to do something. It is not right for the future of this country and our children and grandchildren not to do something and step up.

Now you are coming in at a time where you are expected not only to bring your expertise and experience to these roles, but I believe one of the reasons President Trump has put together such a great team, the things that he is looking for is not just expertise in the role but a very crucial trait is the ability to communicate the importance of the actions that are being taken to the American people. Because rightfully so, in any time of transition and change, if the public does not understand how we got here or what is going on, I happen to think as things are coming out, Americans are like, what do you mean we spend our hard-earned tax money on this woke and wasteful, nonsensical program, that totally conflicts not only with my own values but American values and interests.

I think they are shocked, in many respects. I also think they are shocked, in many respects, how fiscally irresponsible we have been, and now we find ourselves, and we have to have people step in and take charge for the sake of this country.

So coming into these roles, and I still start with you, Mr. Kupor, how do you expect you will be able to take on that role of communicating transparently and responsibly in a way that understands

the American public's anxiety with going through a necessary re-evaluation of American priorities in spending?

Mr. KUPOR. Thank you, Senator, and I think you and I discussed this. Look, I believe communication is absolutely critical here. Having, unfortunately, in my private sector career, been through many types of restructurings, when you do things where you do not communicate the narrative and help people understand not just what we are doing but why we are doing it, what the implications are, quite frankly, people create their own narratives, and unfortunately that often does bring them to very dark places.

I think one of the things I hope to do, through OPM, is for us to be a leader in talking about what we are doing, why we are doing it. Again, I think we can take the very hard actions that you are talking about but also respect the fact that we are talking about people's jobs here, and we have to be respectful of that. But I do not think we should confuse that with the requirement to actually bring people along and help them understand exactly why we are doing what we are doing.

Senator MOODY. Mr. Ueland.

Mr. UELAND. Absolutely. I associate myself with both Mr. Kupor's comments, and one of the things that Senator Nickles did mention is part of my experience up here in the Senate and in Congress was on the communications side and the need for clarity of message, purposefulness of advocacy, explanation as I talked about, to the Committee, to Congress, to the workforce, to the general public, is something that seizes me, and if I am confirmed, will be something that would be part of the work that I do as the Deputy Director for Management.

Senator MOODY. Thank you, Mr. Chair.

Chairman PAUL. Senator Hassan.

OPENING STATEMENT OF SENATOR HASSAN

Senator HASSEN. Thank you, Mr. Chair and Ranking Member Peters for this hearing. To the nominees, thank you for being here today. Congratulations. And congratulations to your families too. This is a big day for you and for them.

Before I ask you some questions I do want to say a quick word on the Trump administration's use of Signal with a journalist included in the chat to discuss the recent U.S. attack on Houthi terrorists in Yemen. It is imperative that a thorough, transparent investigation be conducted into the National Security Advisor's (NSA) use of a commercial text application to discuss the timing of a U.S. military attack. This put our troops' lives at risk, and the fact that this Administration will not acknowledge that is an insult to the men and women in uniform.

We also know that members of the Trump National Security Council have used personal email accounts to conduct government business, and I hope that this Committee will hold a hearing on this incredibly serious issue.

I also just want to start—I was listening to the Chair about the need to fire the Federal workforce, and I just want to talk about the impact that these random, arbitrary, mass firings are having on my constituents. Just this week, the Administration essentially closed the entire office for the Low Income Home Energy Assist-

ance Program (LIHEAP), established by Congress in 1981. It served 6.2 million people from Maine to Texas, helped with their heat. In New Hampshire it was 30 degrees on Saturday and snowing. It may be spring here but it is not yet in New Hampshire. In Texas, it is going to be real hot this summer, and one of the purposes of that program is to make sure that people can stay safe and cool enough in their homes during a blazing summer.

So the Administration—nothing transparent about this—they just shut the office, even though the money has been appropriated. That is the impact on my constituents, at the same time, by the way, that the Trump tariffs are adding 10 percent to my constituents' home fuel bills.

This is real stuff, and when we talk about arbitrary firings, which is what this Administration has done, we are talking about a level of harm to our constituents that is real and that does not meet the mission that was established by this Congress. I would suggest that at OMB or at OPM, if you all want to gut a program, you better come back to Congress, because that is what the Constitution says you are supposed to do.

Now, I also want to ask both of you a simple, straightforward question. It is something I am sadly having to ask of every nominee in this Administration. If directed by the President to take action that would break the law, would you follow the law or follow the President's directives. Mr. Kupor.

Mr. KUPOR. Thank you, Senator. I certainly do not expect the President to ask me to do anything to that effect, but I will 100 percent comply with all laws and with the Constitution.

Senator HASSAN. Mr. Ueland.

Mr. UELAND. The President has made crystal clear, Senator, that he will follow the Constitution and the law. He will not ever ask inferior officers to violate the law. So it is very simple for me to answer the question, that absolutely, I am going to be able to follow the Constitution and the law.

Senator HASSAN. Well, you know, Mr. Vought sat here at this table, the person you are going to be reporting to, and told us that he knew better than the United States Supreme Court about the constitutionality of the Impoundment law, which he is violating, and the Administration is violating. I am deeply disappointed that both of you seem to either not read the news or not observe basic facts, which is the President of the United States has been violating the law on a regular basis since he took office.

Now, I also just want to explore with you, Mr. Kupor, the limits of the OPM Director's authority. If someone in the Administration, let's say Stephen Miller or Elon Musk, were to say to you, "I need you to fire a veteran who works for the Veterans Administration (VA) because they posted something online in their personal capacity that I do not like," would you fire that veteran?

Mr. KUPOR. Thank you, Senator. My understanding of the OPM's restrictions is that we can provide guidance, but OPM does not have the authority to actually go in and to do firing. So if those were to happen, those would have to be conducted by the agencies themselves.

Senator HASSAN. Do you think it is ever appropriate to fire an employee, let's say providing expert service at the VA, because of their political views?

Mr. KUPOR. I certainly think that we should make sure that we are evaluating people for the skills that are appropriate for what they are doing, and if those things are interfering with their ability to do their job, then that is worth discussing. But otherwise we need to evaluate people based on the performance objectives of their role.

Senator HASSAN. You do know what the First Amendment of the Constitution of the United States says.

Mr. KUPOR. Yes, Senator.

Senator HASSAN. The government may not interfere with free speech.

Now, I have one more question. In January, President Trump—this is to you, Mr. Kupor—illegally fired several inspectors general (IGs), including the inspector general for OPM. Since then, in response to concerns that Elon Musk's DOGE has improperly accessed the sensitive personal information of hundreds of thousands of Americans via OPM systems, the acting inspector general at OPM has confirmed that his office is looking into the matter.

Will you commit to allowing the acting inspector general and his office to continue this investigation without any interference or retribution?

Mr. KUPOR. Yes, Senator. As you and I had discussed, I think protecting data privacy is incredibly important, and we absolutely want a system where if people have concerns, that there is an appropriate way to investigate that.

Senator HASSAN. So you will commit to allowing OPM's Office of Inspector General to operate without political interference in all matters.

Mr. KUPOR. We will commit to do everything that is required under law to make sure that data privacy is protected and that the laws and regulations are followed.

Senator HASSAN. I am sad to say, that is not the answer I was looking for. Thank you.

Chairman PAUL. Time has expired.

I would like to interject just briefly at this point. There are allegations made that the President is acting illegally, and these are simply allegations and will be adjudicated by the court. In the previous Trump administration, he fired the head of the Consumer Financial Protection Bureau (CFPB). It is the only operating case we have recently, and it went to the Supreme Court, and they ruled that Congress could not limit his firings.

There is a debate—can Congress limit the President from firing people? It is not an open-and-shut case that something is either illegal or is not illegal. It is going to be determined by the courts.

This goes back to the Civil War. The radical Republicans tried to tell Andrew Johnson that he could not fire Edwin Stanton, the Secretary of War. They made a statute saying he could not fire people in his own Cabinet. That was ultimately struck down by the courts. There have been a series of cases, and there are going to be more, and I am not sure whether the inspector generals are exactly the same as CFPB, but it is not an open-and-shut case on hir-

ing and firing. The President is going to have to have a certain amount of leeway, and the courts are going to have to decide that.

The same with the Impoundment Act. I side with many on your side who do not believe that they can impound funds indefinitely. But I think there is a real question whether or not waiting a month, two months, or three months is impoundment or a pause. I really think the courts will have a tough time defining something as impoundment unless it is still sitting there through the fiscal year (FY). If you get beyond September 30th, I think it is going to be pretty clear it has been impounded. Is that legal or illegal? That is going to be determined by the courts too.

But I do not think it is absolutely certain that looking at spending and upending things and doing all the things that are being done now is yet impoundment. I think it is a debatable point. From where I sit I just would not call things carte blanche illegal or legal. Everybody has a right to do that, but there is another opinion, and I just want to make sure that was put forward.

Senator Lankford.

OPENING STATEMENT OF SENATOR LANKFORD

Senator LANKFORD. Mr. Chair, thank you. Gentlemen, thanks very much. You have a put a lot of years in to be able to serve your Nation, and I appreciate you stepping through this process. It is not a fun process to be able to go through for your or your family, and so I appreciate very much the work that you have already done to be able to prepare for this.

I am going to walk through several questions just as rapidly as I can. Scott, there was a massive data breach at OPM a decade ago. Every Federal worker still struggles with that and still feels vulnerable because of that. You have worked with data for a long time and have done a lot of great work on that. What are you going to do when you step into this role, if confirmed, to be able to help protect the integrity of that Federal data?

Mr. KUPOR. Yes. Thank you, Senator. I certainly do not want to see a repeat of what happened obviously many years ago. One of the first things that I will do is a full business review, not just of all of our functions but certainly data privacy and data protection. So that will be one of the first orders of business when I hopefully have the opportunity to serve.

Senator LANKFORD. Great. That would be very helpful. There has been a lot of conversation about Federal workers being removed through the process, but we have just as much of a struggle, quite frankly, on the other side. There are 120 different hiring authorities, and every agency and entity says, "I have all of them," on it, because of the complexity. We have made the Federal workforce incredibly complicated both to hire or to remove or to be able to do oversight through the process.

I want to talk about just the hiring portion of it, because we will get back to doing hiring in the days ahead for key roles while we are in the process of also reducing the size of Federal Government, as well. What are your thoughts on decreasing the complexity of the Federal hiring process?

Mr. KUPOR. Yes. As you may know, I think the President put out an Executive Order saying that we have a target now of 80 days

to make sure from kind of imposition of a role to actually have somebody in seat. One of the things that I expect OPM to do is to go through the entire hiring process, so everything from, quite frankly, you and I have talked about this, we do a really poor job of hiring people out of universities, for example. We do not utilize our internships for full-time employment. There are all kinds of things I think we can do and we should do, both to streamline the process and, quite frankly, to ensure that we get the highest quality applicants through the process very quickly.

Senator LANKFORD. I think it would be shocking to a lot of American people when they find out, because a lot of people have served as an intern in some spot or as a journeyman in a different role, and everything else, and we just assume those folks are trying to be able to get to that job. But in the Federal workforce, that is incredibly difficult to move from an intern that some supervisor may say, "Gosh, they are really good at this. We should bring them on," and then say, "Yes they have to go through a 120-day process," and by that point they are gone. It is a real challenge and it has to be able to be fixed.

Telework is one of those things that there has been a lot of bashing on, on telework, but quite frankly, I have spoken out frequently on an issue for things like spouses of Federal law enforcement, or for active duty military. They, by their job and their family, move every three years. It is very difficult for them to get careers. There are some jobs that you can do by telework, where you are answering a phone and answering a question, for instance. You could do that literally from any place on Earth. This is a great opportunity for people that are already serving in our military, are serving in law enforcement, for their spouse to also develop a career if they get into that job. That is one example of many on that.

How would you handle the supervision of telework once we actually balance this out?

Mr. KUPOR. Yes. Thank you, Senator. As you know, the President also has issued an Executive Order on that. Even in that Executive Order his entreaty to OPM was let's make sure we do this in a way that recognizes some of these cases that you are describing. I want to make sure as we provide guidance through OPM that we do recognize, to your point, there may be instances where it does make sense to have a policy, particularly in a case of military spouses or, as you mentioned, other law enforcement individuals. I think we need to approach those as individual matters.

Senator LANKFORD. Great. Thanks. I appreciate that. Eric, all you had to do was have Don Nickles introduce you, and I am done. OK. Once that occurs I am like, I am ready to vote, and be able to go from there.

Mr. UELAND. Thank you.

Senator LANKFORD. Thanks for your many years of service, and you have served in so many ways for the American people. Many folks have not met you before, but they got a chance to be able to hear a great introduction of you, and to be able to hear just how much you have done behind the scenes for so many people, for so long. So thanks for that. Thanks for stepping into this role.

You and I have talked about the Federal Program Inventory. This was something that started years ago, that we finally got

passed in the first Trump administration. To their credit, the Biden OMB office continued the work behind the scenes for the Federal Program Inventory. It is still unfinished. But we still cannot say everything the Federal Government does. We cannot ask, the American people cannot do a quick Internet search to say how many job training programs does the Federal Government do. We do not know on that.

The Federal Program Inventory is incredibly important to be able to finish out. If we are going to fight duplication, we have to be able to see it. What are your thoughts on finishing this out for the Federal Program Inventory?

Mr. UELAND. Thanks for the question, Senator, and, right, you cannot manage what you cannot measure. Right now we just do not know, and that is incredibly exasperating to anybody going through line-by-line of the Federal budget, trying to determine whether or not we have it right.

So my commitment is to drive the team to finish that inventory, to provide that roll-up and ultimately that information to Congress, to taxpayers, to the general public, and then from there help Congress and the Director make decisions about what is appropriate in the Federal fiscal envelope that ultimately Congress and the Executive Branch are going to accept.

Senator LANKFORD. Great. Two things that you and I talked about—I am not going to ask a question but I am just going to mention again publicly. One is making sure that OMB is actually pushing on our contractors and subcontractors to actually use E–Verify. That is something that is required by Federal law, and my understanding is it is just not being done. We want to make sure that Federal tax dollars for Federal projects are actually going to American citizens on it. The other one is to have the Office of Information and Regulatory Affairs (OIRA) review for independent agencies. They are not a fourth branch of government. They do need to have some oversight in that process. Thank you.

Mr. UELAND. Thanks for bringing those both up. And very briefly, Mr. Chair, yes, absolutely. We are committed to both of those. Obviously, the President has spoken very directly on these things. At OMB we are well underway, and if I have the chance to be confirmed, dive deep on implementing those thrusts, those steers.

Chairman PAUL. Senator Kim.

OPENING STATEMENT OF SENATOR KIM

Senator KIM. Thank you, Mr. Chair, and Mr. Chair, I just wanted to also just flag that I also agree with my colleagues of the importance of this Committee taking action to be able to shine a light on what happened in terms of this Administration's use of unsecure, unclassified, commercial channels, including Signal and Gmail. I think that this is something that is important, something that we should be investigating, something that we should have a hearing on in this Committee. I urge the Chairman to work with us to be able to bring that to light.

Mr. Kupor, I wanted to just start with you. I enjoyed our conversation. I appreciated the chance to be able to talk with you. One thing that we talked about is the importance of the Federal workforce being clear that it serves the American people, right. That we

need to make sure that there is no question that the workforce is serving the American people. Is that correct?

Mr. KUPOR. Yes, Senator.

Senator KIM. I told you I was a civil servant, so I worked the Federal civil service. One thing that was made very clear to us is that those serving our country, working in this, having access to the information of our country, that we were barred from political activity, campaigning, other things like that, through the Hatch Act. Do you recognize the importance of that separation?

Mr. KUPOR. Yes, Senator.

Senator KIM. I guess I wanted to just ask you then, should Elon Musk be held to the same standard as the rest of those that serve our country?

Mr. KUPOR. I do not know specifically with respect to the issues you are talking about with Elon, but in general, yes. I think anybody who serves the Federal Government should comply with all the rules and all the regulations that are appropriate to an employee of the government.

Senator KIM. Do you think someone with the level of access that Elon Musk has had, including participating in Cabinet meetings, that he should be subject, or at least held to the standards of the Hatch Act?

Mr. KUPOR. Again, I do not know where the limitations of the Hatch Act are or not. But my understanding is he is employed as a special government employee, and I am sure there is a set of rules and regulations that apply that I would expect that he would comply with.

Senator KIM. I would hope, OPM was the one that sent me the guidance about the Hatch Act when I was in government, so I certainly ask that you engage on that. But just from a standpoint here, I went home and I did some town halls throughout New Jersey, and people were just asking, I mean, look, he has got government contracts. He is getting money, he has business before our government, now having access to so much of the information within the government, and also campaigning actively around the country. That unsettles me. To me it seems very clearly crossing the line of what a government employee or someone who is serving this country, in whatever capacity, in whatever title he has, the fact that he has this much access to our government, has so much influence within our government.

I wanted to ask you, does it bother you?

Mr. KUPOR. Look, again, I am not trying to be argumentative here. I do not know what the restrictions are with respect to his work, via the Hatch Act. What I can tell you, as a general matter, is anybody who is a Federal employee, I strongly believe, and OPM will support this, that they should follow all the rules and all the regulations, including the Hatch Act, and if there are violations of that, then they should be dealt with appropriately.

Senator KIM. I would like to follow up with you on that if you are confirmed. But what I was trying to convey here is just the sense of, just get a sense from you how this feels to you, if you share the discomfort. I mean, my constituents in New Jersey, they do not know the ins and outs either of the Hatch Act, but they can

tell that this is not right. That is just something that I wanted to flag for you.

Mr. Ueland, I wanted to just ask you what your thoughts were in terms of the dismantling of the United States Agency for International Development (USAID) and whether or not you thought that was lawful. You worked at the State Department. You have been engaged in foreign assistance. How do you think the Administration handled that, and do you think it was lawful?

Mr. UELAND. I do think it is lawful, and the court has affirmed the decisions of the Secretary in that regard. USAID has been effectively shuttered and certain key roles and responsibilities removed to the Department of State, with the Secretary's insistence that appropriate health and lifesaving programs will continue under the direction of the Department of State.

Senator KIM. Do you think that the Administration has the same authorities to be able to, for instance, close an abolish the Department of Education (ED)?

Mr. UELAND. Senator, I would expect that the courts ultimately will have a voice on this. But there are a variety of statutes, not just creating the Department of Education but also reduction in force, that clearly are going to be invoked as part of the process of reducing the footprint of the Department of Education and finding ways to return authority and responsibility of education programs to States.

Senator KIM. Mr. Chair, I will yield back.

Chairman PAUL. We are going to go to Senator Moreno next, and I may have to leave for a few minutes. He will take over the Committee, and I will go to another committee and come back in just a few minutes. But Senator Moreno, you are recognized.

OPENING STATEMENT OF SENATOR MORENO

Senator MORENO. Thank you, Mr. Chair. Scott, give me a sense of how many companies Andreessen Horowitz has invested in since the time you were there starting the firm. A sense of scale, off the top of your head.

Mr. KUPOR. It has been thousands.

Senator MORENO. Thousands.

Mr. KUPOR. Yes, sir.

Senator MORENO. Has any company you have ever invested in, where you actually put your private capital and your partners' capital in, ever been run the way the United States government is run in terms of excessive cost, inefficiency, bureaucracy, and ineptitude?

Mr. KUPOR. Thank you, Senator. We certainly have had Chief Executive Officers (CEOs) who sometimes have different skill sets in some of these areas. But certainly, as an investor, one thing we focus on as board members is ultimately return on investment (ROI). What that means in the private sector is do we have somebody who understands what they are spending, why they are spending, what they are getting out of that. We have certainly had times where those CEOs have had to make changes, unfortunately, in employment and otherwise, in order to effect those outcomes.

Senator MORENO. Do you think $2 trillion a year in deficits, paying $1 trillion a year in interest, is a sustainable path?

Mr. KUPOR. No, Senator, and obviously, as you and I have talked and as I reiterated in my opening statement today, I believe we are on an unsustainable fiscal path, and I think we need to help the American people understand that, just as they do with their own checkbooks, that the Federal Government needs to be held to the same standards.

Senator MORENO. Who is going to pay the price? Like if you say "unsustainable path," like who pays the price? Is it people of our generation, 30-year-olds like you and I? Who pays the price for this ineptitude?

Mr. KUPOR. No, sir. Ultimately, look, what we are doing is effectively creating an unsurmountable debt for our children, our grandchildren, and future generations. It is just fundamentally unfair, and it is something I do believe we need to address.

Senator MORENO. So the status quo is just no longer acceptable. Is that fair?

Mr. KUPOR. Yes, Senator.

Senator MORENO. Then going back to the Office of Personnel Management, you, again, thousands of companies. I owned several companies myself prior to being here. How many companies have you ever seen—ever, like in your entire career—where 69 percent of the employees are rated above average? Give me a sense of like how many?

Mr. KUPOR. Yes. I have never seen a company that has been successful that has that level of rating.

Senator MORENO. Meaning if it were accurate.

Mr. KUPOR. That is correct.

Senator MORENO. What would you do if you found the CEO created a team of people where almost 70 percent of the people are at top rating?

Mr. KUPOR. Yes. Either this is the most incredible set of workforces we have ever seen, or as you are suggesting, it just really defies logic at the end of the day. This is important not only to ensure that we have accountability, but it is also important from a compensation and incentives perspective, right. We want people who are doing well, quite frankly, to be recognized. I think we should recognize Federal employees who are fantastic, and let's pay them appropriately. Let's give them promotions. But we have to have a system that does not peanut butter out effectively incentives, and that does distinguish between top performers and, unfortunately, people who are not doing their roles.

Senator MORENO. Yes and hiring is hard, right? I mean, hiring is hard. In my company we used to say take a long time to hire and a short time to fire, because hiring is hard. You have an interview, and you try to get the best sense of who is going to work there. But ultimately you have a batting average, and you want to do as well as you can.

Have you ever had a CEO that was so good at hiring that only 0.4 percent of the workforce was below average?

Mr. KUPOR. No, Senator.

Senator MORENO. That 99.6 percent.

Mr. KUPOR. No, Senator, I have not.

Senator MORENO. That would be remarkable. I mean, that person would be CEO of the world, every. They would put a statue of that person.

So we have to fix that, right, because nothing is worse in an organization than working with inept people. Because if you are a high performer and you are surrounded by people that are not pulling their weight, are not doing the job they are supposed to do, it is insanely demoralizing. Would you agree with that?

Mr. KUPOR. I agree. If I could, Senator, I think you are exactly right, which is this is an issue of fairness to the people who are actually doing great work. This is not a demonization, quite frankly, of the workforce. This is a recognition that when great people do great work, quite frankly, we should reward them for that. Everybody knows that if you have an organization where people are not performing, the right, and the humane thing, quite frankly, to do is either, if you can counsel them and fix them that is great, but if they cannot perform is to have them go to some other place where they can actually exercise their appropriate skills.

Senator MORENO. Thank you, Scott. I look forward to confirming you. Thank you for doing this. I am sure there are a lot of other things in your life that you could do, so thank you for serving your country.

Mr. KUPOR. Thank you.

Senator MORENO. Do you mind if I call you Eric, because Ueland, I do not know, that is too complicated to pronounce.

Mr. UELAND. Don't worry about it.

Senator MORENO. First of all, your daughter is always a shining star in the cloakroom.

Mr. UELAND. Thank you.

Senator MORENO. I do not know how she always smiles like that, but she is great.

Mr. UELAND. It is her mom.

Senator MORENO. Real briefly, in 20 seconds or less, do you think it is fair that the taxpayers in this country do not know that we have people here in Washington, DC, that are willing to send $40 or $50 billion a year to foreign countries, to help foreign citizens in foreign countries, when our people need help. Our seniors are struggling. Our middle class is struggling. We have a problem with housing. Yet we have a government that prioritizes sending tens of billions of dollars to foreign countries. Do you think that the average American understands that this government has done that?

Mr. UELAND. No, Senator. I still do not believe that the average American understands it, but I believe the average American understands where President Trump stands, the agenda he has set, the objectives he has laid out, the goals he expects all of us to accomplish, and the mission set that we have to deliver, courtesy of his mandate.

Senator MORENO [presiding.] As the temporary Chairman I am going to tell myself I am out of time, and I have to move on. I will recognize my fellow Colombian, Senator Gallego.

Senator GALLEGO. Gracias. Thank you, Mr. Chair. Before I begin my questioning I do want to take a moment to call for a Committee hearing focused on Signalgate, since that is part of our coverage and jurisdiction here. Messages containing war plans or other high-

ly sensitive information on unsecure apps like Signal can easily be intercepted by adversaries. This reckless move is particularly concerning because sophisticated adversaries like Russia and Iran, which provide support to the Houthis, could have intercepted these messages and passed them along to the Houthis, who could have acted on that information to kill American servicemembers.

In light of even most recent use regarding widespread use of Signal by top Administration officials, we owe it to these brave fighters and the American people to get to the bottom of this, to ensure it never happens again.

Thank you for indulging me. Now I turn to my questions. Mr. Kupor, thank you for joining us as we consider your nomination to Director of OPM. My guest at the President's State of the Union Address was one of thousands of veterans who have been fired due to Elon Musk's cuts to the Federal workforce. My guest's 16-year career as a dedicated employee at the Department of Defense and Department of Homeland Security exemplifies the arbitrary and haphazard approach currently being undertaken by Musk, OPM, and the U.S. DOGE Service.

So yes or no. If you were asked to fire additional veterans, will you follow the continued targeting of these men and women who put their lives on the line for our country and who, by their highest standards, are disciplined, or can we find a pathway to at least give them some opportunity to keep their jobs?

Mr. KUPOR. Yes thank you, Senator. Just two things if I could, very quickly. No. 1, just to reiterate, as you know, OPM does not have authority to fire individuals, so any activities would be through the agency. Second, one of the things that perhaps we could work on together is I do think there is an opportunity to meaningfully reform how we think about the reduction in force rules, including things like Voluntary Separation Incentive Payment (VSIP) and otherwise, that I think would allow us to have a very rational process when we unfortunately find ourselves in situations where we have to identify spending cuts.

Senator GALLEGO. Right. You kind of went into that, which I appreciate. Will you commit to prioritizing transparency and providing lawmakers and the public with accurate, up-to-date information on the number and types of personnel being laid off before coordinating or executing additional layoffs? As a personal peeve of mine, for example, I also sit on the VA Committee, and the VA Committee announced 15 percent cuts, 15 percent cuts to the Phoenix VA, which for us that have lived there and used the Phoenix VA seems both arbitrary and just pure crazy. We have zero insight into what the process was, what the thinking was, where did the 15 percent come from, how is this going to affect services, is it going to affect services. This is where I think OPM could be much better at communicating, even if we are going to disagree, I want to see what the thought process is. I want you to show me your work.

Mr. KUPOR. Yes, Senator. Look, we want to do this in a way that is transparent and responsive to the needs of Congress and the needs of the American people. I look forward to working with you on that.

Senator GALLEGO. Great. Thank you. Mr. Kupor, another casualty of this Administration's mass firings is the CHIPS program officer. So far, a third of its staff has been decimated, creating chaos for the semiconductor companies trying to invest in Arizona. This is one of our fastest-growing economies in Arizona in terms of also just high wages. We are very concerned, obviously, that if we cannot affectively distribute some of the funds from the CHIPS program that we are going to have some of these companies either not invest, move away, and who knows what is going to happen when it comes to the effectiveness of some of the tariffs now.

Additionally, some companies may not be able to obtain their funds, and new grant permits may not be announced. Already, semiconductor companies have reached out to our office saying that they are extremely confused because their points of contact have absolutely departed. They have no one to talk to.

Given this critical importance to Arizona's burgeoning semiconductor industry, both obviously for national security and for trade, and of course the President's stated goal—he was very happy when Taiwan Semiconductor Manufacturing Company (TSMC) said they are going to add three more fabs in Arizona for a total of six fabs—do you commit to protecting the CHIPS Program Office from future workforce reductions, which would be in line also with the President's goal of making sure that our chip manufacturing returns to the United States.

Mr. KUPOR. Yes, Mr. Senator, look, it is very hard for me to make a specific commitment with respect to a specific program, but maybe if I can answer your question more generally, one of the things that I expect OPM to do, as we look at the plans that the agencies are providing to us, is to ask these hard questions, which is, OK, if we are reducing head count, what is our plan if these are critical services for how we deliver them and make sure there is no interruption. I certainly hope that we will have an influence on that.

Senator GALLEGO. In some regards, a lot of us are just questioning why didn't it start the other way. I think many of us actually were looking back at the Clinton days, where there was just joint agreement, working together in a bipartisan manner, to find where we can find cuts, find efficiencies, cut bureaucracy. Instead, it seems like we are cutting first and then asking questions later, which may work in the VC world, but when you actually have services to deliver to, for example, veterans that expect someone to pick up the Veteran Crisis Hotline, or you have seniors that need to get their Social Security, it does not work like the VC world.

So as much as my Colombian brother over there thinks everything is analogous to the business world, the business world does not have to defend two borders, does not have to take care of millions of seniors, whether it is on Medicare or Medicaid, or Social Security, it does not have to take care of hundreds of thousands of veterans. That is something that government can only do, and this is why I think it is important that we keep that in mind before we take this VC, Silicon Valley idea that we break it and then figure it out later. Because when you break things in government, people die.

Thank you, and I yield back my time.

Chairman PAUL [presiding.] Senator Hawley.

OPENING STATEMENT OF SENATOR HAWLEY

Senator HAWLEY. Thank you very much, Mr. Chair. Congratulations to the nominees. Nice to see you. Mr. Kupor, I enjoyed our conversation the other day. Nice to see you here in person today.

As the nominee to be Director of OPM, you are going to play a very significant role in overseeing policies that affect Federal employee programs, of course, including those related to health care and employee benefits. I just want to get your sense, your views about pro-life policies and how they may influence your approach in this role, because it is going to be very important to what you do.

Are you familiar with the Smith Amendment? Does that ring a bell?

Mr. KUPOR. I am familiar vaguely, but not with specifics.

Senator HAWLEY. OK. that is fine. Let me just give you a little refresher. The Smith Amendment is a long-standing pro-life provision of law, since 1982, that prohibits financial services and government appropriations from being used, and here I will just quote the statute, "for an abortion or the administrative expenses in connection with any health plan under the Federal Employees Health Benefits Program (FEHBP), which provides any benefits or coverage for abortions, except for in cases of rape, incest, and life of the mother."

That absolutely includes OPM, and it is significant because prior to the Smith Amendment's enactment, OPM administered these Federal health benefit plans that funded approximately 17,000 abortions nationwide yearly with taxpayer money, I want to emphasize that costed the taxpayers almost $10 million a year. Now that was 40 years ago.

The Smith Amendment has been in effect since that time. It enacts and represents this bedrock commitment that we have that we do not use—whatever your position may be on abortion, and I am 100 percent pro-life, but even if you are not, we have long agreed in this country that we do not use taxpayer funding for abortions and for the administrative expenses associated with abortions.

With that background, will you commit to upholding the Smith Amendment and ensuring that OPM funds are not used in any way to support or promote or pay for abortion service?

Mr. KUPOR. Yes. Mr. Senator, look, if I have the opportunity to serve at OPM I am going to follow all of the laws and regulations, including the Smith Amendment, as you described. So anything that is appropriate under the legal framework I can assure you we will follow.

Senator HAWLEY. Good. Fantastic. Your predecessor in this role used her post to promote, with a vengeance if I might say, critical race theory, intersectionality, diversity, equity, and inclusion (DEI). Let me just hit a few of the highlights. This is Kiran Ahuja. While she was Chief of Staff for OPM during the Obama Administration she praised civil unrest in the United States, praised it, as a means of finally coming to terms with our racist history as a country.

While she was OPM Director, she published the Government-Wide Strategic Plan to Advance DEI and Accessibility—diversity,

equity, inclusion, and accessibility—in the Federal Workforce. She created the Chief Diversity Officer's Network Council. She issued guidance on gender identity, directing agencies to set internal policies and procedures on how to handle transitions—gender transitions, that is—and how to "support transitioning employees." That is a quote. She banned agencies from assessing salary histories before hiring because it could exacerbate preexisting inequality.

Let me just ask you, are you going to unwind all of that nonsense that the American people got a good hard look at in November, I might add, and set an emphatic no to, no to the trans ideology, no to men in women's locker rooms, no to critical race theory and calling this country a racist country that is systemically evil and ruined and terrible. Are you going to put a stop to that in OPM and get OPM focused back again on its core mission?

Mr. KUPOR. Yes, Mr. Senator, I want to make sure that we focus on how do we create a great workforce that is responsive to the needs of the people, and that does so in a way that is efficient. As you well know, of course, the President has already issued Executive Orders with respect to the DEI departments in government, and we will fully comply with those.

Senator HAWLEY. Fantastic. You will vigorously enforce those, I would assume.

Mr. KUPOR. Yes, Senator.

Senator HAWLEY. Yes. Very good. Mr. Ueland, it is nice to see you again, and I have enjoyed working with you over the years. Congratulations on this nomination. Thanks for being willing to do it. The Committee had just a tremendous letter in your support from the Susan B. Anthony list and the National Right to Life Committee, talking about your longstanding commitment to the pro-life cause,[1] to the basic principle that every child born in this country deserves to be treated with equality and fairness, welcomed and protected. It is a tremendous letter. It is great to see a member of the Administration get this kind of support from the pro-life community.

If this has not already been entered into the record, Mr. Chairman, I would ask unanimous consent (UC) to do so.

Chairman PAUL. Without objection.

Senator HAWLEY. Mr. Ueland, let me just, in the remaining moments here, let me just give you an opportunity to talk about what your priorities will be, and let me say again, congratulations to you on this nomination. Go ahead.

Mr. UELAND. Thank you very much, Senator. I really appreciate that. Very quickly, obviously to serve with honor and dignity and effectuate the President's agenda. In terms of the DDM specifically, make sure that what we are doing to protect our cybersecurity, the information of taxpayers and employees is advocated and ensured. See what we can do with newer technology and ways to help downsize, rescope, and reorient the Federal Government, as the President has directed. Ultimately serve at the pleasure of the Director and the Deputy Director for any other duties that might be assigned to me.

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[1] Letter of support for Mr. Ueland appears in the Appendix on page 169.

Senator HAWLEY. Very good. Congratulations to you both. Thank you, Mr. Chair.

Mr. KUPOR. Thank you.

Mr. UELAND. Thank you.

Chairman PAUL. Senator Slotkin.

OPENING STATEMENT OF SENATOR SLOTKIN

Senator SLOTKIN. Thank you. Thanks for being here today, and, Mr. Kupor, meeting in my office.

My concern, as I raised with you in my office, is the security of the data of the people who serve in the Federal Government and in the U.S. military. We had a conversation about how, when I was at the Pentagon, myself and tens of thousands of others had our data stolen by the Chinese government, a foreign actor, who hacked our system and got a ton of some of our most sensitive information from OPM. Right? So the agency that you are hoping to take over here.

At the same time, we have reports that the DOGE folks are getting access to taxpayer information, to information for folks on Medicare, so sensitive health information. We see them now pointing their sort of sights on military and veteran information.

You are the ultimate arbiter of personnel policy. Give me some assurance that you are just not going to let Mr. Musk and the DOGE folks go in, take our data, put it into artificial intelligence (AI)-enabled software, and use it for any other way than what people have given permission for.

Mr. KUPOR. Yes, Senator, thank you. I enjoyed the conversation we had together. Look, I mentioned this earlier. I believe very strongly in data privacy, as we talked about, and when I am running OPM, if I have the opportunity to do so, we will ensure that we protect data privacy and make sure that people who are not authorized to have access to systems will not have that access.

Senator SLOTKIN. Yes. The thing that I am looking for is just a little bit of backbone that when this is happening at another agency, right. So now they go into the Veterans Administration, or they go into the Department of Defense. They already went into the Treasury, over the head of the Secretary of the Treasury. It is embarrassing. He came in front of Congress and said, "I am not going to let anyone have taxpayer information," and then literally, in the same week, DOGE announced that they were taking all this information, sometimes on their own servers that they brought into the departments and agencies.

I am not looking for like, well, if they come to me with this specific problem I am going to raise my hand and do something about it. I am looking to you as the person who will be the guardian of our policy on information on U.S. persons, that you will stick up and say, "Hey, I am concerned that I am hearing these reports. I am going to go out and I am going to proactively do something about it."

How do I know that you are not going to just be another Secretary of the Treasury, who tells us one thing and then goes and gets his authorities just rammed over by DOGE and a bunch of 20-year-olds?

Mr. KUPOR. Senator, look. I believe OPM is a really important part of the equation in the broader personnel system. I will do as you are describing. I mean, I do not think it is appropriate for us to give access to systems if people are not rightly available to see those.

Senator SLOTKIN. OK.

Mr. KUPOR. I certainly think OPM can play a role there.

Senator SLOTKIN. All right. I hope you do. We have not seen that backbone yet, but I am still hoping.

Mr. Ueland, in your role at OMB, I think about the movement of money and how important it can be to some of our communities. In Michigan, we just had terrible ice storms. We had 100,000 people without power, still 50,000 people, approximately, right now in the northern part of our Lower Peninsula are without power. The Governor has been up there. She invited President Trump to come and see it. We have not filed a declaration of emergency, a Federal request for help yet.

But how do I know that if a State like Michigan asks for money from The Federal Emergency Agency (FEMA), does all the paperwork the way we traditionally do when we have an emergency, how do I know that you will treat our State fairly, that you will be objective about it, that you will not bring politics into it, and that you will administer the funds regardless of whether the State has a Democratic Governor or a Republican Governor.

Mr. UELAND. Senator, thanks for the question. If the State of Michigan, or any other State, makes an application through the appropriate FEMA channels, then they will be appropriately reviewed, and the President will have an opportunity to make a decision on those applications. If Michigan has not yet elected to make a submission, then there is really nothing we can react to right now.

Senator SLOTKIN. Of course. No, we would have to make that. My concern is that we have heard lots of rumors about the future of FEMA and the desire by the Trump administration to collapse FEMA, declare it no longer an agency, go to block grants, some other kinds of assistance. Do you have a view on the existence of FEMA since this Committee oversees that body?

Mr. UELAND. Great question, Senator, and I am old enough to have been young enough to be around when FEMA went through a pretty significant expansion, starting in the early 1990s, under then President Clinton. There is no doubt that the roles and responsibilities of FEMA, as well as many other organizations, agencies, and departments in the Federal Government, deserve a review, especially given some of the most atrocious, irresponsible, and long-lingering due-outs that we have seen as examples of FEMA failures here in the past few years, under the previous administration.

So it is a calling from the President to take a look at FEMA, as well as a lot of other things, and see whether or not it is fit for purpose here in the 21st century. What is the role of States? What is the role of communities? What is the role of the private sector, as in moments of disaster? And that conversation, I am sure, will be robust, both internally and with Congress, and I look forward to engaging with the Committee on that.

Senator SLOTKIN. Yes. I think we are coming up on the term of limitations when we can blame others. You now own it, right. You are going to own it over there. We look forward to what you are going to do to make sure that FEMA, or the capabilities of FEMA, endure. The Secretary of Homeland Security was the beneficiary. So in any case, we look forward to you fixing it and what you are going to do to make sure we still get that assistance out.

Chairman PAUL. Time.

Mr. UELAND. I appreciate that, Senator. Quickly, Mr. Chair, before the hearing concludes, there have been a lot of requests this morning for an investigation about so-called Signalgate. I am just here to say, on behalf of at least myself, just as an individual, knowing many of the people who are involved in that Signal chain, those are men and women of the highest caliber. They serve our country with distinction. They had no intent, nor did they release inappropriate information to the general public. The mission in which they were engaged, on the direction and authority of the President of the United States, was highly successful. Thank you, Mr. Chair.

Chairman PAUL. Senator Ernst.

OPENING STATEMENT OF SENATOR ERNST

Senator ERNST. Yes. Thank you, Mr. Chair, and thanks to our nominees for being here today. There has been a lot of discussion about reductions in force today, and Mr. Kupor, I will just ask you if you happen to know this. What percent of Federal employees have received a Reduction In Force (RIF) notice?

Mr. KUPOR. Yes, Senator. I do not know the specific number but it is a relatively small number if you look at the overall workforce.

Senator ERNST. Yes. While the RIFs are front and center, let's look at some of the employees who might need to get a RIF notice, if they have not already.

A Veterans Affairs manager responsible for scheduling veterans' appointments posted on social media that he was phoning it in from a bubble bath while calls to the VA have gone unanswered. Yes, that is a hairy leg hanging out of a bathtub.[1] That is the actual photo that he posted during his work hours and on a Zoom call.

An Army veteran gave up on getting mental health, and please listen to this everyone. An Army veteran gave up on getting mental health care from the VA because after years of trying to get an appointment he met with a therapist who, "spent the appointment singing the praises of remote work, with a cat draped around her neck." He said it was such a disaster that, "now I am just on my meds, doing my best."

A Department of Housing and Urban Development (HUD) employee was arrested for drunk driving at 3:30 in the afternoon on a Friday, and may have been paid for time spent sitting in jail. HUD had no idea until I told them.

For more than three years, a Social Security employee was running a home inspection business. Meanwhile, his mother was responding to his emails.

[1]The picture referenced by Senator Ernst appears in the Appendix on page 170.

It should have been a hole in one, but it took the IRS nearly a decade to fire and IRS employee who was golfing on the taxpayer's dime.

The "E" in DOGE does not stand for elimination. It stands for efficiency. The American people are best served by an efficient workforce, full of good employees, and there are many.

I have been heartened by the number of Federal employees who have approached me, blowing the whistle on bureaucrats who are failing to live up to the standards we expect. There are so many more unnamed Federal employees like the current Acting Administration of the Social Security Administration (SSA), Mr. Dudek, who know veterans and taxpayers deserve better than bubble bath bureaucrats and self-interested therapists. Mr. Dudek demonstrated his commitment to stopping fraud and improper payments and was rewarded with a big promotion.

Mr. Kupor and Mr. Ueland, how can agencies be empowered to not only dismiss bad employees quickly but also provide positive incentives for good employees, like fast-tracked promotions and other rewards? I will start with you, Mr. Kupor.

Mr. KUPOR. Great. Thank you, Senator. We talked about this a little bit in your office and I am happy to return to it. Yes, look, one of the things that we would like to do, if I have the opportunity to lead OPM, is completely relook at the entire talent management process. One of the most critical ones, as you mentioned, is the overall performance review and promotion process. And so it is very clear, from my perspective, that we want a high-performing, high-accountability organization. I mentioned this in my opening statement, but we should not have a situation where 69 percent of the workforce is ranked above average. That just kind of defies logic in many respects.

One of the things I think OPM should do is do a complete review of that, figure out ways in which we can have a system that, again, rewards innovation, rewards good work, but also one in which if we have individuals who unfortunately are not able to perform their functions, managers need the ability to remove those people in a timely manner from their organization.

Senator ERNST. No, and thank you. I will assume your confirmation and say that I look forward to working with you on that.

Mr. KUPOR. Thank you, Senator.

Senator ERNST. Mr. Ueland.

Mr. UELAND. Thank you, Senator, and just very quickly, that is what President Trump expects out of us, to take a look at the rules of the road for the Federal workforce, find ways to innovate, create, and ultimately set new norms about high performance and the accountability that comes along with the opportunity and the privilege of Federal service.

We are all at-will employees. You are at will of the electorate. Everybody behind you, I have served my entire life up here, in other roles, in the private sector is an at-will employee. It is invigorating. It is exciting. You learn what the expectations are, and you work hard, with a high-performing team, to deliver results.

I am excited about the President's charge here to rethink, reimagine, and renew for the Federal workforce here in the 21st century, and that is my commitment to this Committee.

Senator ERNST. Yes, and I thank you both. And I know that my time has expired. We do not have other Members here, so I am just going to make one final point. Thank you, Mr. Chair. Thank you.

So just a final point, because I know I had a colleague the other day that spent 25 hours talking about the Federal Government on the floor of the Senate. Part of what he said really bothered me, because there were insinuations that there would be cuts to the Social Security Administration, and people would not see delivery, and all of this talk. It was talk.

But what I wanted to do was stand up on the floor and say—and I know, from personal experience, again, because I had to take issue with this—the Social Security Administrative Office in northwest Iowa had been closed, and the workers were doing remote work for four years. Coronavirus Disease 2019 (COVID–19)? I think not, folks. We are beyond that. Four years, constituents came to me complaining, because they could not get their calls returned, they could not get emails returned, and they could not go to the office and see anyone. These are people seeking disability services. These are elderly. These are people that have lost their spouses and needed assistance with Social Security, and they could not get their phone calls returned, emails returned, and they could not see someone in person.

I had to call the Social Security Administrator into my office to answer why these people are not at work and assisting our citizens.

So don't tell me that everything has been rolling just so smoothly under this last administration. We need people that care about our constituents. They need to show up to work and do their work. We should reward good employees, and get rid of those that truly do not want to work for Americans and only are working for themselves.

I do expect that from both of you, and I know that we will get that from both of you.

Thank you, Mr. Chair.

Chairman PAUL. Thank you, Senator Ernst. You are almost done. We are saving the best for last.

Senator Ernst's stories about outrageous behavior from Federal employees reminds me of my favorite one. This person was second in charge at the U.S. Environmental Protection Agency (EPA) in the Obama Administration. I cannot remember his name. he went to jail eventually. But for about a decade he was telling his superiors at work, "Well, I will be missing a lot of work and I won't be here a lot of times because, I also work for the Central Intelligence Agency (CIA)." I did not realize people worked for the EPA and the CIA at the same time. But nobody ever called the CIA to ask him if he worked there.

He did this for a decade. In the end I think he owed over a million dollars that he had to pay back in salary, and I think he went to jail. But it went on for a decade, and he just simply told people.

We had a shutdown, and during the shutdown they actually did some of the things you are supposed to do. They actually looked at his worksheet. He had not been there in six months, and they were like, "Oh yeah, he works for the CIA." Well, has anybody ever called the CIA? They called and they had never heard of him.

So the outrageous stuff goes on, and I am glad we are shaking it up. I am glad we are doing this.

But I guess one of the things I wanted to point out is that, Mr. Ueland, you have worked most of your career, if not all your career, for the Federal Government. Do you have a preconceived notion that Federal employees are all bad?

Mr. UELAND. Senator, thanks for the question. I am here to assure you I do not work for the CIA. But I am in my 20s, to reference Senator Moreno earlier.

No, I do not have a preconceived notion that all Federal employees are bad.

Chairman PAUL. Same question for Mr. Kupor. Do you have a preconceived notion?

Mr. KUPOR. No, I do not. Again, as we have discussed, look, this is exactly why a system accountability matters. We want the very best people to show up every day and do their best, and we should have an environment that enables that.

Chairman PAUL. But it goes back to the question, the minority made this point that, well, people being fired have just been promoted. But if you are running a business, let's say not the government, a business, and it were losing $2 trillion a year, maybe some good people would have to be let go, right? In order to right the ship you have to let go of some people.

I do not think it is a conviction of you as a person or the Trump administration if some people got a promotion. Plus there is a question, were too many people being promoted, or were people being promoted to try to protect them from being fired? But it is not, I think, an accurate assumption to say, oh, we hate all the Federal employees. I am a Federal employee. There are good people who work for the Federal Government, and even some good people who will have to probably be let go in downsizing of things.

I just think it is important that people not go away with the message that all Republicans are against all Federal employees. We have many good Federal employees here that work for us, and they have worked in government. So I think that is not true.

With regard to like the concept of collective bargaining, though, we have, at times, where our history thought that people who provide like for the military, or our security, we will not have collective bargaining there because we cannot have soldiers going on strike. We have had the same sort of thought with air traffic controllers, and Reagan fired them, famously, at one time, because he said you cannot just have them walk off the job.

While collective bargaining is not something I am opposed to—in fact, I think there are some areas of our economy I would like to see more collective bargaining for consumers, on drug prices, things like that. There are ways that collectively we can drive prices down, or drive wages up if that may be. It does not mean we need to have collective bargaining everywhere, the right to strike. And you have to be careful.

For many decades, for most of the history of the country, you did not have unions in government, and the reasoning was that government was essential. You had to have them, so you cannot have government go on strike. You cannot have Congress go on strike

and not show up. You cannot have our employees go up. So all of our employee, as Mr. Ueland said, are at-will.

One of the things I have tried to do is see if there are any ways we can nibble around the corners. I have always thought of this bill as a small bill with large sort of expectations. We call it Bonuses for Cost-Cutters. What we try to do is take the incentives that you have in private business, where you get rewarded if your company makes more money. It is hard to tell if the government makes more money. But if you cut cost, government loses less money. Then reward those people individually.

There is a little bit of this, but there is not quite enough of it. We have a bill called Bonuses for Cost-Cutters, to expand it. We have occasionally gotten some bipartisan support. Often, though, the debate runs this way, that they say, "Well, that's fine. We will give the bonus to the employee. If you are in charge of a $12 million budget and you save $1 million, we will give you $10,000." I think that is a great idea. But they want the $1 million to still be spent. My whole point is, if you save a million, let's send it back to the Treasury, which will get back into this debate over impoundment. We are not going to solve that today. But ultimately it is going to have to be solved.

In the meantime, as I have told you both privately, and everybody who will listen, we hope the Administration will send us back a rescission package. It is a special vote. It is a simple majority. Everybody talks about the budget, budget reconciliation, all these things that we can do. That is true. But there is also something called rescission, that comes out of the Impoundment Act, and it is a simple majority way to cut money. The President is very popular. He won a well-deserved election. I hope the President will use his political capital to come to us and say, $2 trillion in debt, the way we get rid of it is, why don't you accept this money back. Take it back.

Once we do, it will send this message. The public is behind him. Really, the public, frankly, mostly is behind the not spending $2 million doing sex changes in Guatemala, and not spending $3 million on girl-centric climate change, not spending $4 million on social media influencers in Ukraine. The public is with us on this.

But I have been advocating to have it sent back, have it sent back through recission, so it is voted on by Congress, and it has some permanence.

Mr. UELAND. Senator, can I just quickly respond on rescissions? The Director has been very public, the President, as well, very clear to us at OMB. We will be sending a rescission package, at least one, to Congress. We do expect success. We are excited about the partnership, and we are looking forward to the President being able to sign into law actual, provable spending eliminations through the process of rescission.

Chairman PAUL. We will end with this. Mr. Kupor, I do not know if you have heard of one of your predecessors. His name is Don Devine, and he was OPM Director for Reagan. He is a friend of mine. He has written several books One of his books is America's Way Back. I highly recommend it. Sort of the thesis from my point of view is that freedom requires tradition, or another word for tradition is virtue.

Washington talked about this, a lot of our Founding Fathers. The reason you need virtue and you need some kind of religious foundation or a sense of right and wrong is that there are not enough policemen. We do not think about it. It is like, why do people not steal? Because they will go to jail? Some people do not steal because they will go to jail. But most of us do not steal because we think it is wrong.

But if 98 percent of us quit believing in right and wrong, there are dangers to that. Government cannot create that. It is something you accept personally—your religion, your tradition, your faith, right and wrong. Maybe we have a big fan of Don Devine and maybe, when you are done, you will go on to write famous books like Don Devine.

We wish you both success.

Mr. KUPOR. Thank you, Mr. Chair.

Mr. UELAND. Thank you, Mr. Chair.

Chairman PAUL. The nominees have filed responses to biographical and financial questionnaires,[1] answered pre-hearing questions submitted by the Committee, and had their financial Statements reviewed by the Office of Government Ethnics. Without objection, this information will be made part of the hearing record,[2] with the exception of the financial data, which are on file with the Committee.

The hearing record will remain open until 5 p.m. today for the submission of statements and questions for the record.

We are adjourned. Thank you very much.

[Whereupon, at 11:12 a.m., the hearing was adjourned.]

[1] The information on Mr. Kupor appears in the Appendix on page 44.
[2] The information on Mr. Ueland appears in the Appendix on page 114.

APPENDIX

HSGAC NOMINATION HEARING

Scott Kupor to be Director, Office of Personnel Management; and Eric Ueland to be Deputy Director for Management, Office of Management and Budget

Today, the committee needs to consider two critical nominations Scott Cooper to be director of the Office of Permanent Personnel Management, and Eric Ueland to be deputy director of the management at the Office of Management and Budget. These two positions are quite important to the functioning of our federal government. Together they steer policy, hiring policy, benefits, administration, performance metrics, and the size and scope of the civil service itself.

The federal workforce has ballooned to over 2 million civilian employees, not including contractors, grantees and uniformed military. This means that hundreds of thousands of bureaucrats writing rules, managing programs, and often dodging accountability, sheltered by a system that protects performance mediocrity and resists reform. Over the past few years, we've seen agencies like the IRS and CDC fail the American people in real time.

And yet, what was Washington's answer? More funding, bigger payrolls, less accountability. It's not just bad policy. It's a it's a complete misreading of the problem. You don't fix a broken machine by adding more broken parts. That's why this hearing matters. That's why it's important what we do here today together. I believe Mr. Ueland and Mr. Cooper will help President Trump achieve the goals of reducing federal bureaucracy and ensuring agencies are accountable to the taxpayers they serve.

I look forward to supporting both of their nominations.

HSGAC Nominations Hearing: OPM Director and OMB DDM
Ranking Member Senator Gary Peters Opening Statement
April 3, 2025
As Prepared for Delivery

Today we are considering nominees for two positions that are critical to the federal workforce.

Before discussing these nominees though, I must raise the issue that we have all heard about regarding this Administration's use of unofficial messaging apps and non-government email addresses to discuss official and highly sensitive information related to national security. This committee has jurisdiction over federal government cybersecurity and federal records retention laws, and Mr. Chairman I encourage you to hold a hearing on this important issue.

Now, turning to today's hearing, let me be clear – for the past two-and-a-half months this Administration has engaged in an unprecedented assault on federal workers across government.

The Office of Management and Budget and the Office of Personnel Management – along with Elon Musk and DOGE – have been at the center of the Administration's reckless approach to eliminating programs and personnel.

OMB and OPM have led efforts to indiscriminately fire tens of thousands of probationary employees – including long-time public servants who were recently promoted due to exemplary performance.

The Administration has engaged in mass firings without any analysis of the impact to services and programs communities across the nation rely on.

This includes eliminating entire offices dedicated to fighting infectious diseases, ensuring the safety of infant formula, technology modernization, public transparency, and civil rights.

Just last week, the President unilaterally stripped longstanding collective bargaining rights from one and a half million workers across the federal government.

These are not actions that will make the government more efficient or accountable.

These are actions that will cause permanent damage to agencies and their ability to effectively serve the American people.

Past administrations have pursued reforms, restructurings, and reductions in force – aimed at saving taxpayers' money and increasing efficiency.

But what has been happening since January is destruction for the sake of destruction. Not only are some of these actions chaotic and senseless, but many have also been found by courts to be illegal.

Mr. Kupor and Mr. Ueland – I appreciated meeting with each of you to discuss these concerns.

While there is a lot we may disagree on, I believe we share some of the same goals – including attracting and retaining top talent to serve in the federal workforce.

I am deeply concerned about how the administration's actions will undermine our ability to attract the best and brightest to work in the federal government.

Americans are watching as federal workers – some who have dedicated their careers to public service – find out they are fired from a Friday night email or when they show up to work and are turned away by security.

People considering entering the civil service are hearing top officials in the Administration demonize federal workers and promise to put them "in trauma."

Some of the most successful and innovative recruitment programs have been halted.

This is not the way to attract the next generation of talented and dedicated public servants.

I have repeatedly called on the Administration to explain and justify their actions. But I have received no engagement from the current leadership at OMB and OPM, no information in response to oversight requests, no attempt to work with Congress on thoughtful, bipartisan reforms.

Mr. Ueland, you have been serving at OMB since January. I hope you will be transparent with us today and provide some answers about the Administration's recent actions.

Mr. Kupor, if confirmed, you will lead the agency responsible for driving personnel policy across government. I hope to hear from you today about how things will change under your leadership and how you will work with Congress and this committee to pursue reforms in a thoughtful and collaborative manner.

I look forward to a productive discussion with you both.

U.S. Senate Committee on Homeland Security and Governmental Affairs
Opening Statement
For the Nomination of Scott Kupor
to be Director, Office of Personnel Management

Chairman Paul, Ranking Member Peters and distinguished members of the Homeland Security and Government Affairs Committee. Thank you for the opportunity to appear before you today in connection with my confirmation hearing for the Director of the Office of Personnel Management.

I'd also like to thank President Trump for providing me this unique and important opportunity to be a part of his administration.

I'd like to take a few minutes introducing myself and sharing some perspectives on the federal workforce more broadly and on OPM's role in that specifically. I also look forward to answering any questions you may have.

By way of brief introduction, I grew up in Houston, TX, and made my way to Northen California via Stanford University. With a few brief tours in Houston and Cary, North Carolina, I have lived in California for the better part of 35 years. My wife, Laura, and I have been married for nearly 28 years and have been blessed with three amazing daughters – Ashlee, Lexi and Amanda.

I graduated from Stanford Law School in 1996, the right time and right place given that it was the early days of the great Internet Boom – followed of course by an even more spectacular bust starting in mid-2000. Except for one year during which I clerked for the Honorable Jerry Smith on the Fifth Circuit Court of Appeals, I have been in the technology industry my entire professional career, starting first as an investment banker advising tech companies on financings and acquisitions.

My second stroke of professional luck was meeting Marc Andreessen and Ben Horowitz in September 1999 when they were starting a technology company called Loudcloud. We managed Loudcloud through the highs and lows of the Dotcom Boom and Bost, including taking Loudcloud public in 2001 and eventually selling the business for $1.6 billion to Hewlett Packard in 2007.

Along the way, I led a variety of domestic and global functions for the business – from Finance to Engineering to International Business Development to Field Operations. At Hewlett Packard, I led the global support business for HP Software, a $1 billion business with 1,300 team members deployed across the world.

In 2009, Marc Andreessen and Ben Horowitz invited me to start a new venture capital business with them – aptly named Andreessen Horowitz, or a16z – to back promising early-stage technology startups. The three of us started with an inaugural $300 million fund; today, we employ 600 people and manage more than $45 billion in institutional assets.

Nothing has been more transformational for me than the opportunity to build and manage what has become one of the most successful venture capital firms in the US and to invest in and sit on the boards of some of the most dynamic US-based technology companies. We believe in the power of entrepreneurship and have dedicated our careers to ensuring that America remains the envy of the world in terms of attracting and retaining the world's best innovators and start-ups.

Along the way, I have also had the opportunity to give back in the form of non-profit service. Among other things, I serve as a board member of St Jude Children's Research Hospital in Memphis, TN, and teach entrepreneurship at the Stanford Graduate School of Business.

Having spent my entire career in the private sector, you might rightly ask: Why am I sitting here today and what do I think I can bring to the federal government and to OPM?

Simply put, I am here for two reasons that I believe fully align with the broader goals of the Trump Administration.

First, the US is on an unsustainable fiscal path. We have $36 trillion in debt and add to that each year to the tune of approximately $2 trillion. Getting our fiscal house in order is not only necessary but is a matter of fundamental fairness to the American people.

It's unfair that ordinary Americans must find a way to live within their financial means, yet the government is free to spend as it wishes, piling up an insurmountable amount of debt on Americans' children and grandchildren. It's not a question of if a fiscal crisis will occur, but simply when.

If confirmed, I intend to work with the President, Congress and each of the government agencies to help do the heavy lifting required to right our financial footing. Every American knows that they simply can't afford to be all things to all people; it's time that the federal government recognizes the same.

And I believe we should do this in a way that is "surgical" – as President Trump has said – transparent, and that respects the dignity and humanity of the hard-working members of the federal workforce.

Second, just as the US is the world leader in so many important industries, the federal workforce should be the envy of world – and not only in terms of efficiency. Rather, we should also enable hard-working federal employees to do their absolute best work every day on behalf of the American people – working in an environment that rewards innovation, measured risk-taking, and merit versus one that rewards legacy, risk-avoidance at all costs and tenure.

This too is a matter of fairness – it's unfair that dedicated federal employees are hamstrung by an organizational system not of their own doing that prohibits them from best serving the American people.

If confirmed, I intend to work with the President, Congress and each of the government agencies to design from the ground-up a talent recruitment, development and management system that

empowers federal employees to provide the best services to all Americans – one in which innovative thinking and efficiency drive decision-making and personal growth opportunities.

And, why am I the right person for the job?

Yes, I come from the private sector and, yes, I recognize that the government is not the private sector. Rightly so, the government may have different goals and objectives that should inform our thinking.

But the fundamentals of organizational design are the same, whether in non-profits, the government or in the private sector. And this is where I believe that my professional experiences make me uniquely suited for this role.

I have led numerous organizations – from 5-10 person single office teams to 1,300 person global, distributed teams.

As an operator, I have stared into the depths of failure – having to lay-off nearly 80% of our Loudcloud workforce at the peak of the DotCom bust. And I have celebrated the highs of success – seeing a company go public and achieve its mission. I have also sat on many for-profit and non-profit boards, experiencing the same challenges but from the vantage point of a board member versus as a principal.

Through these experiences, I have learned through trial and error the principles that govern my organizational thinking today.

First, we must start with the objectives – I think we can all agree that the objectives of the federal government are to provide the best possible services to the American people, while preserving and protecting the long-term financial viability of our incredible country. Sustained, excessive deficit spending violates this objective.

Second, incentives drive behavior. If we want high quality services delivered efficiently, then we need to have a set of incentives, corresponding metrics and a performance management system that rewards the desired behavior. A system that largely rewards tenure and where power is derived from who has the biggest budget and the most headcount does not achieve that. If we truly care about efficiency, we should reward it.

Third, accountability matters. We have a broken performance management system, as evidenced by the fact that 60% of federal employees are ranked above "meeting expectations" and 0.4% are ranked as "below expectations." Other than in Lake Wobegon, this simply defies logic.

More importantly, this system is unfair to those federal employees who are in fact top performers; A players want to be surrounded by other A players. We should provide no less for our government workforce.

Fourth, communication, leadership and transparency matter. Great leaders rally team members around the mission, communicate not just the "what" but also the "why", and are transparent in

their actions, whether popular or not. Particularly in situations that require restructuring, operating under the cloak of darkness or secrecy simply breeds distrust. The employees who remain post-restructuring will judge their leaders based on how they handled themselves during the restructuring; getting this right is critical.

Finally, culture matters. As my partner Ben Horowitz says, "Culture is what team members do when the leader is not in the room; it's a set of actions, not a set of beliefs." Where the culture is strong, organizations – even ones that undergo substantial changes – are very resilient.

If confirmed, my hope is simple, albeit ambitious: For the federal government to be the shining beacon on which all great organizations are modeled.

We should honor, reward and enable those current hardworking, dedicated members of our team who come to work every day in service of the American people, and we should augment our ranks by attracting the best and brightest from our universities, community colleges and trade schools, as well as from the private sector.

As a matter of fundamental fairness, every federal employee should work in an innovative environment where they are surrounded by other smart, hard-working people; they have a manager who cares about and invests in their career development; they can progress in their career and develop new skills; and they are fairly rewarded for the value they create and held accountable to the organization's objectives.

As Americans, we should demand no less.

I thank you for your time and look forward to your questions.

REDACTED

HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Director, Office of Personnel Management	December 22, 2024

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Scott	Aaron	Kupor	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:** 2865 Sand Hill Road		
City: Monte Sereno	**State:** CA	**Zip:** 95030	**City:** Menlo Park	**State:** CA	**Zip:** 94025

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**
1971	New Haven, CT

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**
Laura	Raisbeck	Kupor	

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)
Laura	Lee	Raisbeck		X	04/1970 **Est** ☐	08/1997 **Est** ☐
					Est ☐	**Est** ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**
Ashlee	Elise	Kupor	
Alexa	Lee	Kupor	
Amanda	Margaret	Kupor	

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**
Stanford Law School	Law School	08/1993 Est □	06/1996 Est □ Present □	JD	06/1996
Stanford University	College/University	09/1990 Est □	06/1993 Est □ Present □	AB	06/1993
University of Pennsylvania	College/University	08/1989 Est □	05/1990 Est □ Present □	N/A	N/A
		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)
Non-Government Employment	AH Capital Management, LLC	Managing Partner	Menlo Park, CA	06/2009 Est □	Current Est □
Non-Government Employment	Stanford Graduate School of Business	Lecturer	Stanford, CA	01/2019	Current
Non-Government Employment	Hewlett Packard	Vice President, Customer Operations	Palo Alto, CA	02/2008 Est □	06/2009 Est □
Non-Government Employment	Loudcloud/Opsware Inc.	Senior Vice President, Global Field Operations	Sunnyvale, CA	01/2000 Est □	02/2008 Est □
Non-Government Employment	Credit Suisse First Boston	Associate	Palo Alto, CA	01/1999 Est □	01/2000 Est □
Non-Government Employment	Lehman Brothers	Associate	San Francisco, CA	07/1997 Est □	01/1999 Est □
Government Employment	The Honorable Jerry E Smith, US Court of Appeals, Fifth Circuit	Law Clerk	Houston, TX	06/1996	07/1997

(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. Potential Conflict of Interest

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

I do not believe that any of my prior business relationships, dealings or financial transactions could constitute or result in a possible conflict of interest with my upcoming work at OPM.

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

I served as a Board Member and Chairman of the National Venture Capital Association from 2014 – 2018. In that capacity, I participated in various meetings with members of Congress, the SEC and the CFTC. I also testified on several occasions in front of House, Senate and SEC committees.

5. Honors and Awards

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

Order of the Coif – Stanford Law School; awarded June 1996

Phi Beta Kappa – Stanford University; awarded June 1993

6. Memberships

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

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such

as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

Name of Organization	Dates of Your Membership (You may approximate.)	Position(s) Held
Heartland Whole Health Institute	Oct 2024 – present	Member, Board of Directors
The Global Investing Impact Network	Jan 2021 – present	Member, Board of Directors
The Rhodes Trust Finance & Investment Committee	March 2021 – present	Member, Board of Directors
St Jude Children's Research Hospital	Jan 2014 – present	Member, Board of Directors & Investment Committee
Stanford Healthcare Finance & Investment Committee	Jan 2017 – present	Member
Genesys Works Bay Area	October 2012 – present	Member, Board of Directors
Silicon Valley Community Foundation	Jan 2014 – present	Member, Board of Directors & Investment Committee

7. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office? – No

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

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere. - None

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. – None

Name of Recipient	Amount	Year of Contribution

8. Publications and Speeches

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

All of the below materials can be accessed here.

I am happy to send a hard copy of Secrets of Sand Hill Road: Venture Capital and How to Get It, if you can provide me the appropriate mailing address.

Title	Publisher	Date(s) of Publication
Book: Secrets of Sand Hill Road: Venture Capital and How to Get It	Penguin Randomhouse	June 2019
Blog Post – Healthtech: Show Your Magic	Andreessen Horowitz	March 2023
Testimony - U.S. House of Representatives' Subcommittee on Investor Protection, Entrepreneurship, and Capital Markets (Committee on Financial Services) – On Going Public: SPACa, Direct Listings, Public Offerings and Access to Private Markets	Andreessen Horowitz	May 2021
Blog Post – On Supercities, Economic Growth and Income Inequality in a Post-Covid World	Andreessen Horowitz	April 2021
Blog Post – Breaking Down the Payment for Order Flow Debate	Andreessen Horowitz	February 2021
Blog Post – In Defense of the IPO and How to Improve It, Part 2: Peeking Behind the Pop	Andreessen Horowitz	October 2020
Blog Post – In Defense of the IPO and How to Improve It	Andreessen Horowitz	August 2020
Blog Post – Reading Between the Lines: SEC, Telegram and Rule 144	Andreessen Horowitz	February 2020
Blog Post – Mutability in Crypto and Recent Moves by the SEC	Andreessen Horowitz	October 2019
Interview – CFTC Commissioner Rostin Behnam on Regulating Crypto Futures and Derivatives	Andreessen Horowitz	September 2019
Blog Post – Tenure Voting and Rethinking What's Fair in Corporate Governance	Andreessen Horowitz	August 2019
Podcast – How to Get the Most from Your Board	Andreessen Horowitz	July 2019
Podcast – How to Raise Money from a Venture Investor	Andreessen Horowitz	July 2019

Podcast – How to Understand Choose a Venture Investor	Andreessen Horowitz	July 2019
Blog Post – Beyond the Opening Bell: What Do (and Don't) IPOS Tell us about Companies	Andreessen Horowitz	July 2019
Blog Post – The Economics of Term Sheets	Andreessen Horowitz	June 2019
Podcast – The Politics of Technology	Andreessen Horowitz	June 2019
Blog Post – Shareholders vs Stakeholders? No: Customers	Andreessen Horowitz	March 2019
Blog Post – Limit, Don't Ban, Dual-Class Share Structures	Andreessen Horowitz	February 2019
Blog Post – How to Think About Crypto for Institutional Investors	Andreessen Horowitz	October 2018
Testimony – FTC Hearings on Competition and Consumer Protection in the 21st Century: On Startups, Platform and Innovation	Andreessen Horowitz	October 2018
Testimony – House Agriculture Committee: On Crypto and Its Implications for American Technology Innovation	Andreessen Horowitz	July 2018
Blog Post – Addressing the Regulatory Gap for Individual (Retail) Crypto Investors	Andreessen Horowitz	June 2018
Blog Post – Analogies, the Big Picture and Considerations for Regulating Crypto	Andreessen Horowitz	May 2018
Testimony – U.S. Senate Committee on Banking, Housing & Urban Affairs: On CFIUS Reform – Examining the Essential Elements	Andreessen Horowitz	January 2018
Blog Post – When Innovation and Capital Go Global: On CFIUS and FIRRMA	Andreessen Horowitz	April 2018
Podcast – Cash, Growth and CEO	Andreessen Horowitz	August 2017
Podcast – Independents on the Board	Andreessen Horowitz	August 2017
Blog Post – Where Have All the IPOs Gone?	Andreessen Horowitz	June 2017

Testimony – Securities and Exchange Commission, Investor Advisory Committee: On Capital Formation, Smaller Companies and IPOs	Andreessen Horowitz	June 2017
Podcast – On Policy, Capital and the Startup Ecosystem	Andreessen Horowitz	January 2017
Podcast – From Data Warehouses to Data Lakes	Andreessen Horowitz	September 2016
Blog Post – 16 Definitions on the Economics of VC	Andreessen Horowitz	September 2016
Blog Post – When is a Mark Not a Mark? When it's a Venture Capital Mark	Andreessen Horowitz	September 2016
Blog Post – How Startup Options (and Ownership) Works	Andreessen Horowitz	August 2016
Podcast – Pricing, Pricing, Pricing	Andreessen Horowitz	August 2016
Blog Post – Recommendations for Startup Employee Option Plans	Andreessen Horowitz	July 2016
Podcast – Software Programs the World	Andreessen Horowitz	July 2016
Podcast – Beyond One Size Fits All for Startup Employee Options	Andreessen Horowitz	July 2016
Blog Post – The Lack of Options for (Startup Employees') Options	Andreessen Horowitz	July 2016
Blog Post – Not All Software M&A is Created Equal	Andreessen Horowitz	June 2016
Podcast – On Recent IPOs and Comparing Private vs Public Valuations	Andreessen Horowitz	November 2015
Blog Post – Prenups for Co-founders	Andreessen Horowitz	October 2015
Podcast – The Rise of the Quasi-IPO	Andreessen Horowitz	June 2015
Blog Post – U.S. Tech Funding - What's Going On?	Andreessen Horowitz	June 2015
Podcast – Why SaaS Revenue is Worth More than Traditional Software Sales Revenue	Andreessen Horowitz	May 2015

Blog Post – What's Holding Tech M&A Back?	Andreessen Horowitz	April 2015
Blog Post – Breaking into the Boardroom	Andreessen Horowitz	March 2015
Blog Post – What All the Recent Tech Company Splits Say about the Future of Cloud Computing	Andreessen Horowitz	October 2014
Podcast – Raising Money and Valuing Startups – What Happens When Things Don't Go As Planned?	Andreessen Horowitz	September 2014
Industry Talk – Why Venture Capital is Changing – and Why it Matters	Andreessen Horowitz	September 2014
Industry Talk – The State of Venture Capital	Andreessen Horowitz	September 2014
Blog Post – Why the Structural Changes in the VC Industry Matter	Andreessen Horowitz	July 2014
Blog Post – Understanding SaaS: Why the Pundits Have It Wrong	Andreessen Horowitz	May 2014
Blog Post – What Corporate Boards Can Learn from Delaware?	Andreessen Horowitz	April 2014
Blog Post – By Opposing Small Cap Market Reform, Wall Street's Largest Retail Brokers are Putting Their Economics Ahead of Customers' Best Interests	Andreessen Horowitz	March 2014
Blog Post – Don't Believe the Tech Bubble Hype	Andreessen Horowitz	February 2014
Blog Post – To Create Jobs, the Stock Market Needs a Little Inefficiency	Andreessen Horowitz	December 2013

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

Title/Topic	**Place/Audience**	**Date(s) of Speech**

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

Title	Place/Audience	Date(s) of Speech

9. Criminal History

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

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than $300 and did not include alcohol or drugs.) – No

- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official? – No
- Have you been charged, convicted, or sentenced of a crime in any court? – No
- Have you been or are you currently on probation or parole? – No
- Are you currently on trial or awaiting a trial on criminal charges? – No
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation? – No

If the answer to any of the questions above is yes, please answer the questions below for each criminal event (citation, arrest, investigation, etc.). If the event was an investigation, where the question below asks for information about the offense, please offer information about the offense under investigation (if known). – Not Applicable

A) Date of offense:

   a. Is this an estimate (Yes/No):

B) Description of the specific nature of the offense:

C) Did the offense involve any of the following?
   1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: **Yes / No**
   2) Firearms or explosives: **Yes / No**
   3) Alcohol or drugs: **Yes / No**

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

E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official: **Yes / No**

   1) Name of the law enforcement agency that arrested/cited/summoned you:

   2) Location of the law enforcement agency (city, county, state, zip code, country):

F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: **Yes / No**

   1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):

2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:

3) If no, provide explanation:

G) Were you sentenced as a result of this offense: **Yes / No**

H) Provide a description of the sentence:

I) Were you sentenced to imprisonment for a term exceeding one year: **Yes / No**

J) Were you incarcerated as a result of that sentence for not less than one year: **Yes / No**

K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated:

L) If conviction resulted in probation or parole, provide the dates of probation or parole:

M) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: **Yes / No**

N) Provide explanation:

10. Civil Litigation and Administrative or Legislative Proceedings

(A) Since (and including) your 18th birthday, have you been a party to any public record civil court action or administrative or legislative proceeding of any kind that resulted in (1) a finding of wrongdoing against you, or (2) a settlement agreement for you, or some other person or entity, to make a payment to settle allegations against you, or for you to take, or refrain from taking, some action. Do NOT include small claims proceedings. – None

Date Claim/Suit Was Filed or Legislative Proceedings Began	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? Please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity. – None

Date Claim/Suit Was Filed	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding

(C) For responses to the previous question, please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity. – Not Applicable

11. Breach of Professional Ethics

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed. – None

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

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy? – No

12. Tax Compliance

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

REDACTED

REDACTED

13. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State). - No

14. Outside Positions

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

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

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

15. Agreements or Arrangements

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)

16. Additional Financial Data

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

REDACTED

REDACTED

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SIGNATURE AND DATE

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



This 4th day of February, 2025

REDACTED

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

April 1, 2025

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

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Scott A. Kupor, who has been nominated by President Trump for the position of Director, Office of Personnel Management.

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

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

Sincerely,

SETH JAFFE Digitally signed by SETH JAFFE Date: 2025.04.01 16:04:18 -04'00'

Seth Jaffe
Chief, Ethics Law and Policy Branch

Enclosures REDACTED

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April 1, 2025

Andrew Kloster
Designated Agency Ethics Official
U.S. Office of Personnel Management
1900 E Street, NW
Washington, DC 20415

Dear Mr. Kloster:

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

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the particular matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me:

- Any spouse or minor child of mine;
- Any general partners;
- Any organization in which I serve as an officer, director, trustee, general partner, or employee, even if uncompensated; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

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

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

Pursuant to 5 C.F.R. § 2638.305, I will receive a live ethics briefing from a member of the agency's ethics office after my confirmation and no later than 15 days after my appointment.

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Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

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

SECTION 2 - ANDREESSEN HOROWITZ (AH) CAPITAL MANAGEMENT, LLC

Upon confirmation, I will resign from my position at AH Capital Management, LLC. Following my resignation, I will receive a severance payment. AH Capital Management, LLC, will make this payment to me before I assume the duties of the position of Director or I will forfeit the severance payment. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.503, for a period of two years from the date of this payment, I will not participate personally and substantially in any particular matter involving specific parties in which AH Capital Management, LLC, is a party or represents a party, unless I first receive a written waiver, pursuant to 5 C.F.R. § 2635.503(c).

SECTION 3 - ANDREESSEN HOROWITZ (AH) PRIVATE EQUITY FUNDS

I previously resigned from my position as managing member of several Andreessen Horowitz private equity funds as listed in Attachment A. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Andreessen Horowitz, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will retain my equity and vested and unvested carried interests in the Andreessen Horowitz private equity funds listed in Attachment B. My retained interests in these funds will be solely as a passive investor, without prior knowledge of or influence over investment decisions made by the funds' managers. With regard to each of these funds, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the funds or its underlying holdings, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). In addition, AH Capital Management, LLC, has agreed to accelerate the vesting of my unvested carried interest in the funds listed in Attachment B. AH Capital Management, LLC, will vest my unvested carried interest prior to the date of my appointment. I will forfeit any carried interest that is unvested as of the date of my appointment. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.503, I also will not participate personally and substantially in any particular matter involving specific parties in which AH Capital Management, LLC, or any of these funds is a party or represents a party for a period of two years from the date on which my carried interest is vested, unless I first receive a written waiver, pursuant to 5 C.F.R. § 2635.503(c).

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SECTION 4 – HEALTHCARE INTERESTS

As the Designated Agency Ethics Official for the Office of Personnel Management, you have advised me that it is not necessary at this time for me to divest from the funds identified in Section 3 and the equity interests I hold is companies in the healthcare field reported in Part 6 of my OGE Form 278e because my recusal from particular matters in which these interests pose a conflict of interest will not substantially limit my ability to perform the essential duties of the position of Director. Because many of these funds are invested in companies that operate in the healthcare field and I hold equity interests in companies in the healthcare field, I understand I will be recused from all particular matters that to my knowledge will have a direct and predictable effect on my financial interest in the healthcare field, including all particular matters involving the Federal Employees Health Benefits program. I will remain vigilant in identifying any particular matters affecting the interests of these funds and their holdings and my interests in companies in the healthcare field, including both particular matters involving specific parties and particular matters of general applicability. You have explained that particular matters of general applicability are much broader than particular matters involving specific parties because they include every particular matter that is focused on the interests of a discrete and identifiable class of persons, such as an industry.

SECTION 5 – MIO PARTNERS

I previously resigned from my position with MIO Partners. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know MIO Partners, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). I will retain my financial interests in the MIO Special Situations Fund LLC. My retained interests in these entities will be solely as a passive investor, without prior knowledge of or influence over investment decisions made by the funds' managers. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the MIO Special Situations Fund LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

SECTION 5 – OTHER RESIGNATIONS

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

- Heartland Whole Health Institute
- Formation Bio
- Talkiatry
- Tanium
- Pearl Health
- Infinitus
- Cedar
- Headway

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- Ultima Genomics
- Foursquare
- Labster
- Snaplogic
- Rhodes Trust
- St Jude Children's Research Hospital
- Stanford Health Care

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

I previously resigned from my positions with GIIN, Stanford Graduate School of Business, Silicon Valley Community Foundation, and Genesys Works Bay Area. Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, for a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know any of these entities is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 7 – RETAINED TRUSTEE POSITIONS

I will retain my position as a trustee of the 2010 Kupor Family Trust and the 2021 Kupor Descendants' Irrevocable Trust. I will not receive any fees for the services that I provide as a trustee during my appointment to the position of Director. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of these trusts, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

SECTION 8 – DIVESTITURES

As soon as practicable but not later than 90 days after my confirmation, I will divest my interests in the following entities:

- Microsoft Corp (MSFT)
- Apple, Inc. (AAPL)
- Kupor Family Trust Assets listed in Attachment C
- Kupor Descendants' Trust Assets listed in Attachment D

With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I have verified that I will be able to carry out the divestitures within the time frame described above.

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I also have interests in RBC Belvedere Capital Fund LLC and Exchange Place: All Cap LP Class A. The Office of Personnel Management has determined that certain underlying holdings of these funds constitute a conflict of interest with my position as Director. These investment funds have agreed to allow me to close out my position in the funds either through a buy back arrangement or through an in-kind distribution of assets equivalent to the value of my investment interest in the fund. I will divest my interests in RBC Belvedere Capital fund LLC and Exchange Place: All Cap LP Class A as soon as practicable but not later than 90 days after my confirmation. If I receive an in-kind distribution of assets, I will divest any assets the Office of Personnel Management identifies as a conflict of interest as soon as practicable but no later than 90 days after my confirmation. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon time frames and that all proceeds are invested in non-conflicting assets. I understand that I must submit my request for a Certificate of Divestiture to allow for adequate time for OGE to process the Certificate of Divestiture and in order to divest assets within the agreed upon time frame.

I (including my spouse and minor children if applicable) will not repurchase any asset I was required to divest without consulting with my agency ethics official and the U.S. Office of Government Ethics.

SECTION 9 – PUBLIC POSTING

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

Sincerely,

Scott Kupor

Scott Kupor

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ATTACHMENT A
PREVIOUS AH POSITIONS

AH EQUITY PARTNERS BIO III, LLC
AH EQUITY PARTNERS BIO IV, LLC
AH EQUITY PARTNERS GAMES I, LLC
AH EQUITY PARTNERS LSV I, LLC
AH EQUITY PARTNERS LSV III, LLC
AH EQUITY PARTNERS SEED I, LLC
AH EQUITY PARTNERS VIII, LLC
CNK EQUITY PARTNERS II, LLC
CNK EQUITY PARTNERS III, LLC
CNK EQUITY PARTNERS IV, LLC
CNK EQUITY PARTNERS SEED I, LLC
AH EQUITY PARTNERS I, LLC
AH EQUITY PARTNERS II, LLC
AH EQUITY PARTNERS III (PARALLEL), LLC
AH EQUITY PARTNERS III, LLC
AH EQUITY PARTNERS IV (PARALLEL), LLC
AH EQUITY PARTNERS IV, LLC
AH EQUITY PARTNERS BIO I, LLC
AH EQUITY PARTNERS V (PARALLEL), LLC
AH EQUITY PARTNERS V, LLC
AH EQUITY PARTNERS BIO II, LLC
CNK EQUITY PARTNERS I, LLC
AH EQUITY PARTNERS VI, LLC
AH EQUITY PARTNERS LSV II, LLC
AH EQUITY PARTNERS VII, LLC
AH EQUITY PARTNERS 2022 ANNUAL FUND, LLC
AH EQUITY PARTNERS IX – AI APPLICATIONS, LP
AH EQUITY PARTNERS LSV IV, LP
AH EQUITY PARTNERS AMERICAN DYNAMISM I, LP
AH EQUITY PARTNERS IX – AI INFRASTRUCTURE, LP
AH EQUITY PARTNERS GAMES II, LP
INNOVATION OPPORTUNITIES EQUITY PARTNERS, LLC

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ATTACHMENT B
AH FUNDS WITH EQUITY AND CARRIED INTEREST

AH 2022 ANNUAL FUND, LP
AH BIO I FUND, LP
AH BIO II FUND, LP
AH BIO III FUND, LP
AH BIO IV FUND, LP
AH EQUITY PARTNERS GAMES II, LP
AH FUND I, LP
AH FUND II, LP
AH FUND III (PARALLEL), LP
AH FUND III, LP
AH FUND IV (PARALLEL), LP
AH FUND IV, LP
AH EQUITY PARTNERS–AMERICAN DYNAMISM I, LP
AH EQUITY PARTNERS IX - AI APPLICATIONS, LP
AH EQUITY PARTNERS IX - AI INFRASTRUCTURE, LP
AH EQUITY PARTNERS LSV IV, LP
AH FUND V (PARALLEL), LP
AH FUND V, LP
AH FUND VI, LP
AH FUND VII, LP
AH FUND VIII, LP
AH GAMES I FUND, LP
AH LSV I FUND, LP
AH LSV II, LP
AH LSV III FUND, LP
AH SEED I, LP
CNK I FUND, LP
CNK II FUND, LP
CNK III FUND, LP
CNK IV FUND, LP
CNK SEED I FUND, LP
INNOVATION OPPORTUNITIES, LP
CNK FUND IV-B, LP
CNK SEED FUND I-B, LP
AH GAMES FUND I-B, LP
ANDREESSEN HOROWITZ LSV FUND III-B, LP
ANDREESSEN HOROWITZ FUND VIII-B, LP
AH BIO FUND IV-B, LP

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ATTACHMENT C
FAMILY TRUST

ALPHABET INC CAP STK CL C
ALPHABET INC CAP STK CL A
APPLE INC
ACCENTURE PLC
ADOBE INC COM
AKAMAI TECHNOLOGIES COM USD0.01
AMAZON.COM INC
ARROW ELECTRONICS INC COM USD1
CITIGROUP INC
CACI INTERNATIONAL INC
CISCO SYSTEMS INC
DELL TECHNOLOGIES INC CL C
DISNEY WALT CO
FOX CORP
HEWLETT PACKARD ENTERPRISE CO COM
HP INC COM
INTERNATIONAL BUS MACH CORP COM USD0.20
LOCKHEED MARTIN CORP COM USD1.00
MARRIOTT INTERNATIONAL INC COM USD0.01 CLASS A
MICROSOFT CORP
NORTHROP GRUMMAN CORP COM USD1
NETAPP INC
OPEN TEXT CORP COM ISIN #CA6837151068 SEDOL #2260824
SOUTHERN CO
AT&T INC COM USD1
THOMSON-REUTERS CORP COM NPV(POST REV SPLIT) ISIN #CA8849038085 SEDOL #BPLLTY3
TYLER TECHNOLOGIES INC
UNITED PARCEL SERVICE INC CL B
VERIZON COMMUNICATIONS INC
ZOOM COMMUNICATIONS, INC. CLASS A COMMON
SALESFORCE, INC.
SCIENCE APPLICATIONS INTERNATIONAL CORP (SAIC)

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ATTACHMENT D
DESCENDANTS' TRUST

ALPHABET INC CAP STK CL C
ALPHABET INC CAP STK CL A
APPLE INC
ACCENTURE PLC
ADOBE INC COM
AKAMAI TECHNOLOGIES COM USD0.01
AMAZON.COM INC
ARROW ELECTRONICS INC COM USD1
CITIGROUP INC
CACI INTERNATIONAL INC
CISCO SYSTEMS INC
DELL TECHNOLOGIES INC CL C
DISNEY WALT CO
HEWLETT PACKARD ENTERPRISE CO COM
HP INC COM
INTERNATIONAL BUS MACH CORP COM USD0.20
LOCKHEED MARTIN CORP COM USD1.00
MARRIOTT INTERNATIONAL INC COM USD0.01 CLASS A
MICROSOFT CORP
NORTHROP GRUMMAN CORP COM USD1
NETAPP INC
OPEN TEXT CORP COM ISIN #CA6837151068 SEDOL #2260824
SOUTHERN CO
AT&T INC COM USD1
THOMSON-REUTERS CORP COM NPV(POST REV SPLIT) ISIN #CA8849038085 SEDOL #BPLLTY3
TYLER TECHNOLOGIES INC
UNITED PARCEL SERVICE INC CL B
VERIZON COMMUNICATIONS INC
ZOOM COMMUNICATIONS, INC. CLASS A COMMON

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

I. Nomination Process and Conflicts of Interest

1. Did the President or anyone else give you specific reasons why the President nominated you to be the OPM Director, and if so, what were they?

   No

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

   No

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

   No

4. If confirmed, do you commit to upholding the Constitution and the rule of law?

   Yes

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

   I invest in private health care companies, none of which have an existing financial relationship with the US government. However, the OGE has determined that this creates a potential conflict given OPM's oversight of federal health insurance benefits and has suggested that I recuse myself from overseeing that aspect of my role. While I do not believe that this presents a potential conflict, out of an abundance of caution, I have acceded to this request as I do not believe it materially impacts my role as Director and I believe that other leaders within OPM can manage this oversight without my direct engagement.

6. Have you or any organization of which you were an officer, director or owner, or have or had a significant financial interest in been the recipient of any Federal grants, loans, or other financial assistance (such as, but not limited to, Paycheck Protection Program Loans, Economic Injury Disaster Loans, Restaurant Revitalization Grants, etc.) within the

past 10 years. If so, please list the program, amount, and date of receipt.

I am an assignee of the general partner entities of a variety of Andreessen Horowitz limited partnerships and thus have an indirect economic interest in many private companies. Some of these companies may have received PPP loans during Covid, but we do not have such information, nor were we required parties to any of the grants.

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

I engaged Robert Rizzi of Holland & Knight, although have not utilized his services meaningfully. To date, I have incurred approximately $1,500 in legal fees and do not expect any material additional amounts to accrue.

8. What steps have you taken to prepare for the role of OPM Director?

I have read a variety of public documents describing the roles of the organization and potential avenues for reform. I have spoken with a few individuals who have had prior experiences interacting with OPM. In preparation for this hearing, I have met with a limited number of existing OPM political appointees to ensure that I am representing information about the organization appropriately.

II. Background of the Nominee

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

I believe strongly in the need to reign in federal spending to ensure the long-term financial viability of the US and believe that OPM can play a crucial, cross-agency role in this regard. I also believe that we should create a work environment for federal employees that enables each of them to do their best work, be recognized and rewarded for their success, and be surrounded by other hardworking, dedicated individuals who want to deliver excellent service to the American people. As the chief human resources organization, I believe that OPM can create such an environment.

10. What specific background, experience, and attributes qualify you to be the OPM Director?

I have been working in various organizations in the private sector for the past nearly 30 years and believe these experiences have provided me the set of skills required to lead OPM.

I started my career as an investment banker, where I developed my financial analysis skills, a key requirement to be able to analyze what is/not working within an organization.

I was an early employee at a technology start-up company (Loudcloud/Opsware) that began in the height of the Dotcom Boom and ultimately had to manage through the massive financial fallout from the Dotcom Bust, culminating in a successful sale of the business in 2007 to Hewlett Packard. I managed a variety of organizations throughout my tenure – finance, corporate development, international business development, field operations – and experienced the hyper-growth management challenges of an initially successful business, followed by the massive downscaling and restructuring required in the wake of the Dotcom Bust.

Beginning in 2009, I was the first employee at Andreessen Horowitz, a now $45+ billion venture capital firm, where I was responsible for building the business from 3 people (and $300 million in assets) to more than 600 people today. In addition, I have invested in and sat on the boards of many for-profit and non-profit organizations, providing operational, financial and managerial guidance to CEOs, both through growth times and more challenging financial periods that required restructuring and downsizing.

I believe that these combined experiences have provided me with the ability to hire, manage, incent and motivate teams, to understand how to set objectives and measure financial and operational performance against those objectives, and to structure organizations most effectively to achieve the overall goals of the organization. Granted there are some relevant differences between private and public organizations, but I believe that my over-arching operational skills can be brought to bear in both settings.

11. Please describe:

a. Your leadership and management style.

I believe that the fundamental roles of a leader are to: (i) communicate clearly the mission of the organization; (ii) set measurable objectives that correspond with the mission; (iii) build organizational structures and a culture that maximize the efficiency of the organization and enable the organization to be successful; (iv) make decisions in a timely fashion to ensure that the leader never becomes the bottleneck toward progress; (v) recruit, hire and retain teams that can achieve those objectives; (vi) hold managers and individual contributors accountable to the mission; and (vii) enable career progression and growth for team members, consistent with the evolving needs of the organization. I believe that the failure of an organization to achieve its goals is in many cases a failure of leadership. Individuals respond to organizational incentives; a mismatch between established incentives and the resulting organizational behavior is often a reflection of a problem with leadership.

b. Your experience managing personnel.

I have managed organizations from 5 people in a single office to 1,300 people distributed globally. In all cases, I think the fundamentals remain the same – (i) clear communication on the organization's mission, culture and goals; (ii) fair and direct feedback that leads to accountability to the achievement of measurable goals; (iii)

transparency and honesty on the "what" and the "why", whether the organization is succeeding or going through challenging times; and (iv) ensuring that you always keep the trains moving in the organization and never become the bottleneck to forward progress.

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

Following the acquisition of Opsware by Hewlett Packard, I was Vice President for Customer Support within the HP Software division. In this role, I led a team of 1,300 people distributed globally with an annual P&L of $1.5 billion.

12. What would you consider your greatest successes as a leader?

I am most proud of the career development that I have supported for many people who have worked in my teams. I believe that a manager needs to provide constructive feedback that helps team members enhance their professional growth and, at the same time, needs to recognize when the growth of the organization can no longer support the trajectory of an individual team member. In those cases, I believe that great leaders will help those individuals find a different organization that can offer them the growth opportunities commensurate with their skill set. As hard as it is to replace great people, this is the greatest gift that a manager can provide to top performing team members.

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

When I first started managing people nearly 20 years ago, I failed as a leader because I did a poor job of cultivating the talent in the organization and too often defaulted to performing a function of an individual contributor in the team versus diagnosing why that individual was not meeting my expectations. In a minority of cases, the individual's skill set simply did not match the task at hand and thus a change was merited. However, in most cases, I had failed to communicate clearly and effectively on what the objectives were and what I expected as a manager. My boss at the time helped me to see this and rectify the situation.

14. Please give examples of times in your career when you disagreed with your superiors and advocated your position. Describe circumstances in which you were successful and in which you were unsuccessful.

This has happened so many times in my career that it is difficult to pinpoint isolated circumstances - and this continues today. As a general matter, where I have been successful, it has been through some combination of the following actions. First, I have often found that disagreements around tactical implementations of ideas are often, at the root, conflicts around the fundamental objectives of the organization. In these cases, taking a step back from the tactics and having a more foundational discussion around the high-level of what we are trying to accomplish does wonders to resolve conflicts, Second, arguing from first principles and with data is always better than arguing from ideological

positions or without full information. I have found that many arguments are a function of one party assuming a set of data or information that the other party doesn't know about or hasn't had the time to digest. Taking the emotion out of the conflict by getting to a facts-based decision is a far better way to resolve differences. Third, sometimes it is important to provide both sides the freedom of time to resolve a difference versus trying to force a conclusion in a meeting that is clearly off-track. My experience is that this gives people the opportunity to remove unnatural barriers that might contribute to conflict – e.g., how do I look in front of my colleagues, or how do I de-escalate without appearing weak – and enables a more intellectual, fact-based conversation to develop once everyone has had a chance to take a break. Where I have failed, it has been because I neglected these lessons, or I just turned out to be wrong in advocating for my position once I had the opportunity to hear from the other side and understand their position in greater detail.

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

Absolutely and always. Most decisions in an organization are fundamentally a "search for the truth," where the "truth" is often amorphous, probabilistic and dependent on many exogenous factors outside of one's control. Few decisions are deterministic. Thus, the role of a manager is to create an environment that enables the search – as messy as that can be. That means encouraging team members to advocate for their positions and creating an environment where respectful, fact-based "debates" are encouraged.

We do this every day in our investment deliberations when we are deciding whether to invest in a potential portfolio company. The only guardrails on this process are as follows. First, anyone who wants to contribute to the conversation must come prepared and be willing to subject themselves to a respectful, intellectual discussion on their position. If you have too many "observers" vs "active participants" in such meetings, the deliberation process will fail; many people tend to either "play to the crowd" or to not be willing to say things in a larger group that they will say in private. We need to create a forum to avoid these failure modes. Second, no matter the outcome, I also believe that once a decision is made – if the process of decision-making has been transparent and thoughtful – it is the obligation of everyone in the organization to be able to move on and rally around the agreed-upon path. Insurrection from within an organization can be crippling to accomplishing the objectives. Any individual who fundamentally disagrees with the mission of the organization is free to express that opinion, but if they cannot ultimately put those feelings aside and support the overall goals, then it is appropriate for them to leave the organization.

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

When we were building Loudcloud starting in early 2000, I was running the finance organization and realized that the economic health of the technology industry was showing signs of strain. What I was seeing was an unusual number of our technology customers being unable to pay their invoices; many of them also began dissolving.

[Ultimately, as we all know, Nasdaq peaked in April 2000 and proceeded to lose 80% of its value through 2002, heralding a massive technology recession.] I met with our CFO and CEO and advocated for the need to restructure our business, including a significant reduction in force, to stabilize our cash position and give the company the opportunity to (potentially) succeed. These discussions ultimately cultivated into a restructuring plan that affected nearly 80% of our employees (including an acquisition of several divisions of the company by a third-party). By far the hardest thing I have ever had to do in my professional career was to meet individually with each of the impacted members of my team and tell them, through no fault of their own, that we could not keep them employed. To this day, I believe that any time an organization must deal with such difficult actions, it is critical that we are transparent with the team on the "what" and the "why" of the actions and to treat affected individuals (and remaining team members) with empathy and an understanding of the very personal implications of job losses.

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

Very simply, I believe you do this by being authentic, communicative, transparent and fair with individuals. A "manager" is a title you can be assigned by the organization, but a "leader" is a title that can only be earned through one's own actions. I fundamentally believe that people will follow an individual if the leader articulates a mission that people believe in and a set of actions (i.e., a culture) that reflects the core values of the organization. Culture is not a set of ideals that you post in the breakroom; rather, it is a set of actions that the company lives by (and that individuals undertake when their leader is not in the room).

18. Please describe any experience you have related to:

a. Human capital management or implementing companywide human resources policies.

I have managed large and small organizations for roughly 25 years and, in all cases, have either managed HR professionals directly or have worked closely with HR leaders in development of my organizations.

b. Cybersecurity or information security management.

I managed IS/Cyber teams at Andreessen Horowitz, ran a 1,300-person software support organization at Hewlett Packard and have spent my entire career in the technology space writ large.

c. Acquisitions, contract management, and the development of requirements.

In each of my management roles, I have had responsibility for developing and managing contractual relationships and managing outside vendors.

d. Labor-management relations, working with labor unions, or collective bargaining.

I have not been involved in industries with employees covered by labor unions or collective bargaining agreements.

19. What type of qualities do you look for in managers and senior leaders?

See Question 10(a).

20. Please describe your approach to making major administrative, personnel management, and policy decisions .

a. Do you seek input from employees and management? Please describe if and how you used this feedback to inform your decision-making.

Please see above for a more detailed response. In short, nearly every decision can benefit from getting a full set of information from team members throughout the organization. Although not everyone can be a decisionmaker, I do think it's important to make the process of information gathering transparent, and it's ultimately the responsibility of the leader to explain the decision to the team. Doing things in the cloak of darkness and failing to communicate effectively generally leads to non-functional and highly politicized organizations.

To be clear, the above assumes that you are managing in peacetime. If, however, you are in wartime, speed and clarity of decision-making are far more important than transparency and broader information gathering. Communication is still paramount, but it is mostly done to ensure that everyone is rowing in the same direction versus being a mechanism to solicit input; time to action is of paramount importance.

b. Have you referred to or used a particular management philosophy?

As described above.

21. In your experience, what are the leading best practices for businesses to use for recruiting and retaining personnel?

First, recruiting begins with the development of job descriptions that are specific to the needs of the role and that rely on functional job requirements – e.g., a college degree is not a functional requirement, but demonstrated competency in analyzing a company's financials, for example, is. Too often hiring managers rely on short-cuts to try to approximate functional skillsets (e.g., a college degree or 5-7 years of experience). But, as with all proxies, they are both over-inclusive of people who in fact lack the fundamental functional skill set and underinclusive of people with raw talent but who may lack formal credentialing.

Second, once an appropriate job description has been created, the hiring manager needs to build the top of the funnel of recruits. Naturally, our inclination is to tap into our

existing networks for sourcing; this is no doubt important. However, in doing so, we are likely to miss a broader cross-section of candidates with whom we may lack network connectivity. What we have done at Andreessen Horowitz to avoid this trap is to require hiring managers to share their job requisitions broadly throughout the organization, particularly with people who have connectivity into different sets of networks. The hiring manager is of course free to accept or reject any candidates that are sourced, but the proactive outreach is intended to help build a more robust pipeline of candidates from otherwise unconnected networks.

Third is candidate screening. I believe that the organizations who screen best are those who use subject matter experts (or valid skills assessment techniques – e.g., coding tests for developers) versus those who enable generalist HR professionals to screen applicants. In the latter case, you are more likely to favor candidates who tailor the wording of their resume to the skills highlighted in the job description (whether they in fact have the requisite skills) versus screening for actual skills competencies. Most successful hiring managers that I have worked with do not outsource screening to HR professionals without very clear guidance on how best to gauge a candidate's true qualifications.

Fourth, I expect hiring managers to develop interview panels comprised of people who represent functional skills evaluations and who can interview for cultural fit. Sometimes every member of the interview panel can do both, but, more often, I have found that you need to sub-divide interviewers into the two relevant camps.

Assuming a candidate has successfully made it through the interview process, good hiring managers understand that they are now being evaluated by the candidate and need to understand what is most important to the candidate and whether the organization can fulfill those needs. For example, is the candidate motivated solely by compensation or is career and skills development of paramount importance. Understanding that ultimately, we work in a competitive environment, good hiring managers will spend enough quality time with candidates understanding their motivations and determining how best to match what the company can offer with what is most desired by the candidate.

Having spent so much time and energy on hiring, retention of top talent is a critical role of the hiring manager. My experience is that employees stay at a company because of some combination of the following: (i) they are surrounded by other smart, hard-working people; (ii) they believe in the mission of the organization; they have a manager who cares about and invests in their career development; (iii) they have the opportunity to grow and develop new skills; (iv) they believe they are fairly compensated for the work they do and are rewarded based on merit (i.e., the achievement of defined goals) and held accountable for falling short; and (v) the overall work environment enables them to do their best work every day.

The job of a manager is to understand the ordinal ranking of these priorities for each team member and, consistent with the goals and needs of the organization, ensure that high performers can be retained. But, I also believe that one of the most important roles of a manager is to recognize when a high performer has outgrown the ability of the

organization to keep pace with their demonstrated and desired career development; in that case, great managers realize that the best thing they can do for such an employee is to help them find a new role in a new organization that enables them to continue on their career path.

22. Please describe any experience you have assessing and improving employee morale. In your experience, does employee morale influence a company's efficiency or productivity?

In the organizations I have been affiliated with, I have always conducted regular employee engagement surveys (typically once per year, but sometimes more often when there are more changes happening in the organization). There are of course a myriad of questions that can be asked, but I have found that the most predictive of employee satisfaction and retention are the following: (i) do you understand and believe in the mission of the organization; (ii) do you understand your objectives and how you will be measured against them; (iii) do you have a manager who provides constructive feedback and who understands how best to develop your skills commensurate with your career goals; (iv) would you recommend a friend of yours to work at the organization. Point in time data in these surveys is often less instructive than time series trends, but it is critical that managers read the freeform feedback (in addition to the quantitative scores) as a strong gauge of employee satisfaction.

Without a doubt, employee morale is a crucial determinant of efficiency and productivity – and critically of retention. Low morale leads to unproductive watercooler conversations and is a massive drain on efficiency.

23. Please describe any experience you have evaluating or implementing reductions in the size of an organization's workforce. In your experience, what are key considerations and best practices for businesses to use when deciding if they need to reduce the number of their personnel? What are the best practices for implementing a downsizing of personnel?

I have had several direct experiences as an operating executive in planning and executing restructurings (including RIFs) and have similarly worked with numerous CEOs on whose boards I sit.

Whenever you execute a restructuring, as a manager you have fundamentally broken trust with your employees. You hired and managed these team members with the implicit promise that you would help them achieve their professional goals at the organization, but now you have broken that promise and they will be impacted through no fault of their own. Restructurings are not performance-based terminations for which an employee needs to acknowledge some responsibility for poor performance, but rather a failure on the part of the management team (generally a failure of financial planning) for which high performing employees may suffer.

Given that, I think the best practices are as follows. First, you must be transparent and communicative with your team on the how, why and what of the restructuring. Operating under the cloak of darkness or secrecy simply breeds further distrust. Second, every manager should be required to talk 1:1 with any impacted employees; avoiding a direct conversation or hiding behind a Saturday night email shows a fundamental lack of empathy and respect for the hard work that affected individuals have done on behalf of the organization. Third, I believe that managers must remember that they are being judged in how they handle restructurings, not only by the affected employees, but also by those who will remain with the organization post-RIF. Remember, that every person who is RIF'd likely has a friend or colleague who is remaining with the organization; if a manager hopes to regain the broken trust with the remaining employees, the manager needs to demonstrate their professionalism and respect for those impacted. There is no weakness is being empathetic, as long as it authentic to the individual. Finally, once the restructuring has been completed, I think it is critical for a manager to sit down with their remaining team and acknowledge the challenge, but also help the team understand what the future holds for the organization. This is now a time to re-build trust and to re-sell the employees on why staying with the organization still makes sense.

The biggest mistakes I see organizations make – in addition to skipping any of the above steps – are as follows: (i) cutting too little initially and then having to do a series of cuts – nothing is more damaging to employee morale and productivity than the uncertainty of living in constant fear; and (ii) trying to paint too rosy of a picture of the organization's future prospects or making promises that may not be kept (e.g., we will never have to do a RIF again) – employees can accept that you are not clairvoyant, as long as you are transparent and authentic in your intentions.

24. Please describe any experience you have developing or implementing employee telework policies.

I have had experience with telework policies directly as a manager at Andreessen Horowitz and indirectly as a board member of multiple portfolio companies who have implemented such policies.

My general philosophy is as follows. First, the policies should be tailored to the needs of the different job functions within the organization versus being across-the-board mandates. Some roles simply require more in-person supervision or ongoing engagement with other team members, such that productivity and the achievement of objectives might be meaningfully comprised if employees are not in the office together. Second, if a manager decides that some telework is acceptable based on the organization's requirements, the rules and expectations must be clearly defined – e.g., can the employee choose which days to be remote; what level of responsiveness on email, text, phone, etc., is expected of a remote employee. Third, I am a firm believer that cross-functional engagement in an organization is hindered by lack of familiarity with one's colleagues, a situation that is exacerbated by remote work. Human nature is such that I am less likely to reach out to a colleague if we haven't met, or worse yet I don't know their name or the scope of their job. Being in the office itself doesn't always solve this problem, but

serendipitous sighting at the coffee station or coming in/out of a meeting are simply more likely to happen when people are together in the office. So, if an organization is willing to accommodate some telework, I do think it's important for teams to create other opportunities to get to know each other – e.g., structured offsites, informal social gatherings, etc.

25. What experience do you have developing, implementing, or evaluating employee performance appraisal processes?

In each of the organizations in which I have worked, I have been responsible for helping develop, implement and evaluate performance appraisal processes. In my experience, twice yearly reviews are the best practice – a mid-year that can be a more informal check-in to ensure that the objectives set earlier in the year remain the same and that the employee is on/off track in terms of achievement and an end-of-year formal written review that includes 360 feedback, a review of performance against objectives, a review of the employee's contributions to (or detractions from) the cultural values of the organization, the establishment of objectives for the forthcoming year, and an opportunity for the employee to provide upward feedback to the manager and any desired engagement on career development opportunities.

I also believe that best practices dictate some level of tops-down guidance on employee ranking/calibration/promotions across teams; this is required to ensure the integrity of the review process for the whole organization. Finally, I believe that any bonus or annual compensation review process needs to track the employee performance review process. I do not like "peanut butter" approaches to awarding bonuses but rather believe that high performance organizations should disproportionately reward outstanding contributions.

26. Please describe your experience with company workforce succession planning. What are leading best practices for workforce succession planning?

In each of the organizations in which I have worked, I have been responsible for helping develop succession plans. In addition, I have sat on numerous for-profit and non-profit boards where the board was responsible for managing succession planning. My experience has been that functional organizations require managers every 1-2 years to review their teams with either the board for executive level roles (or their immediate manager for non-exec roles). These reviews should include potential succession candidates, along with the set of development opportunities that may exist for these candidates and the managers plans for how to enable these development plans within the constraints of the organization.

27. In your role with the National Venture Capital Association, what issues and actions did you lobby and advocate Congress and federal agencies to take?

Most of my engagement was focused on two areas: (i) continuing to ensure that the US remains the most attractive market for the world's best entrepreneurs and (ii) helping to ensure that the US capital markets remain robust in enabling access to capital formation

for technology companies. I also spent some time on more specific legislative priorities at the time – e.g., providing perspectives on CFIUS and its implications for start-up capital formation.

Regarding item (i) above, I believe that one of the greatest strengths of the US has been its ability to attract and retain the brightest entrepreneurial minds and to create an environment that enables risk-taking and new company formation. My efforts with the NVCA were aimed at working with policy makers to understand where potential regulatory hurdles or high-skilled immigration hurdles could be potential detriments to US leadership in entrepreneurship.

On capital markets, I spent a lot of time with the SEC on the lack of IPOs and, specifically, the disappearance of a small-cap new issue market. I was part of a taskforce that produced a report for the Treasury Department with some suggestions that might re-invigorate the number of IPOs, one of which (the tick-size pilot) was adopted by the SEC. The private markets have ultimately replaced a large portion of public market financing for start-up companies, which has been fine for private market investors and companies, but about which I worry about the long-term implications for the broader heath of the US public markets.

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

No

III. Role of the OPM Director

29. Please describe your view of the core mission of OPM and what you would consider to be your primary role and responsibilities if confirmed.

I believe that our core mission is to be the centralized HR service provider to the federal government. As detailed more fully elsewhere in this document, that means that we should do the following: (i) help drive best practices around the efficiency priorities of the Administration and Congress; and (ii) reform, where needed, the entire federal talent management system, from recruiting to onboarding to career/skills development to performance management to compensation bands to termination and ultimately through to retirement – all with the singular goal of ensuring that the federal workforce can attract, develop and retain the most engaged team members who can deliver the best and most efficient set of services to the American people.

30. Please describe your understanding of the authorities of the Director and how those authorities facilitate the core mission of the office.

I believe that the Director's role is to: (i) establish and communicate the core goals of the organization; (ii) set-up and manage a set of organizational metrics that correspond to those goals; (iii) create a transparent organization that rewards merit and innovation, enforces accountability and ensures that dedicated, hardworking employees can do their best work every day on behalf of the American people; (iv) create and communicate a set of cultural values that enable team members to act at all times appropriately, particularly when the Director is not in the room; and (v) ensure that the organization is staffed appropriately for the needs of today and for the stability of the future.

31. How do you view the role of OPM Director in relation to:

    a. The Office of Management and Budget (OMB) and the Deputy Director for Management?

       I expect us to work collaboratively with OMB and the DDM, particularly with respect to the broader workforce efficiency initiatives that the President has outlined.

    b. The heads of other federal agencies?

       I want us to be a valued partner and service provider to the other agency heads – both with respect to their efficiency objectives and with respect to their longer-term HR people, systems and processes needs.

32. How do you anticipate you will work with the United States DOGE Service?

    I expect to work collaboratively with DOGE to help identify opportunities to improve the overall efficiency of the federal workforce. Ultimately, OPM will make its own decisions about what initiatives to implement and what tactics and modes of communications it determines most appropriate, but we welcome the opportunity to partner with DOGE in furtherance of the overall Administration's objectives.

IV. Policy Questions

OPM Management and Workforce

33. What do you consider to be the principal challenges in the area of human capital management facing OPM?

    I have discussed this in greater detail elsewhere in this document, but I believe there are several challenges. First, I do not believe that we have created the appropriate incentive structures that align with the federal government's objectives. From my perspective, the federal government objectives should be to deliver the best possible service to its constituents (based upon the functional objectives determined by each agency) while always looking for ways to be the best stewards of the American people's tax dollars. That means that we should reward great service, but that we also should reward efficiency and innovation that help create the optimal frontier between service excellence

and cost efficiency.

Second, I don't think that we have created an environment in which dedicated, hardworking federal employees who come to work wanting to be the best at their jobs can always perform at their best. Some of this is a function of: (i) how we recruit for roles – particularly those with defined, technical skills assessment; (ii) how we incent innovation (every incentive should not lead to conservative decision-making that requires 100% certainty of outcomes); rather we should enable people (with appropriate supervision) to take some measured risks if we believe the payoff is worth it and the downside is capped; (iii) how we recognize and reward exceptional behavior (and, correspondingly, how we remove people from the organization who consistently under-perform); and (iv) how we assess and train managers and enable overall skills development (and, importantly, whether we have career paths for exceptional individual contributors versus forcing them into management roles as the only means of advancement).

34. What measurements would you use to determine whether the OPM is successful?

In the (hopefully) OPM 2.0 model, I envision OPM as the best centralized HR partner to all constituent agencies.

So, how will we know if we are there? Most simply, we will do regular Net Promoter Score surveys of our "customers" – are we helping you achieve the human capital goals of your organization? That also needs to be balanced against the need to continually improve our service levels while also improving our efficiency. We should have some metric that tracks this – e.g., dollars spent per FTE that we are serving. There are a number of sub-metrics underneath these goals that will be early-warning proxies for whether we are achieving the top-level goals – e.g., do we have a modern, efficient and consolidated set of HRIS systems that meet the needs of our customers; can we process retirement claims accurately and efficiently within a defined service level agreement (I would like to have an eventual target of fewer than 30 days from start to finish for all retirement processing); do we have a consolidated healthcare benefits system that delivers excellent service to our customers at a cost that is well below the normal healthcare inflation rates that plague most employers; etc. Finally, I want OPM to be a place where dedicated, talented and hard-working people can do their best work every day – this will be measured through regular engagement surveys.

35. How will you address the challenge of recruiting, hiring, training, and retaining the necessary personnel?

I believe this is addressed more fully elsewhere in the document. At its most basic level, we must make OPM a place where people can do their best work, believe in the mission and believe that they can continue to develop and achieve their professional goals. We also must tell that story to the outside world – we can't simply post generic job descriptions and assume that people know who we are or why we exist. We must meet the best applicants where they are – college campuses, in the private sector, etc. – and tell

them why OPM is the best place to be. There is no substitute for hard work if we want to recruit the best talent.

36. If confirmed, how will you ensure OPM is positioned to succeed beyond your tenure as Director? What steps will you take to prepare the office for future presidential transitions?

If everything we do is time-limited by my tenure, then we will have failed as a team. I believe that enduring changes in an organization are driven by its culture. If we succeed in creating a culture of transparency of communication and an environment that rewards excellence, then we should be able to ensure the continuity of that culture through leadership changes.

37. If confirmed, what steps will you take to determine if OPM and any offices or programs within OPM have the resources necessary to effectively carry out the mission?

I plan to do a full review of all OPM programs, starting with 1:1 meetings with all of the relevant leaders and a sampling of individual contributors. I will also do a deep dive with the finance team to understand precisely where we are spending today. Ultimately, we need to define the overall objectives very clearly and then decide whether we can afford to do everything we would like or whether we need to prioritize our spend. I don't know the answer to that without doing the full organizational review.

38. What functions of OPM do you think should be expanded, consolidated, or eliminated? What factors will you consider when analyzing what functions should be expanded, consolidated, or eliminated?

To be honest, I don't know the answer to this first question without having been inside the organization. As to the second question, we will start with the fundamental questions – why we exist, who do we service, and what are the needs of those organizations that we uniquely can satisfy? That will be the starting point to determine the go-forward plan.

Governmentwide Management and Workforce

39. President Trump has begun an ambitious agenda to reshape the federal workforce. What role do you see OPM playing in that agenda?

I see several roles for OPM regarding the President's workforce initiatives. Without question, finding ways to increase the efficiency of the government workforce without degrading the quality of service is a key priority.

OPM can play several roles here. First, OPM can serve as the model for organizational restructuring within the broader agency landscape. I hope to adopt a transparent communications model for any OPM restructuring and to recognize the human impact that RIF's and other restructuring initiatives may have on the livelihood of federal workers. I would like OPM to create best practices and suggested communication and

action plans that can be tailored to the specific needs of other agencies so that we have a consistent, transparent and humane way of accomplishing what undoubtedly is a difficult set of actions. My understanding is that OPM is already engaging cross-agency on these initiatives, and I want the organization to continue to be a source of guidance and best practices.

But restructuring is only the beginning of what I believe can be a more thorough transformation of the federal workforce. Simply put, I would like OPM to be a leader in helping the federal government develop the most talented, dedicated, efficient, service-oriented, sought-after workforce not only among government organizations, but broadly within the private sector. My vision is that every American thinks about government service not only to contribute to our society, but also as a way for them to achieve their own long-term professional goals, whether through a career wholly dedicated to the public sector or through a combination of private and public sector work.

How can we do this? Well, I think we need to come back to first principles on what governs most peoples' decisions to remain within an organization – because they are surrounded by other smart, hard-working people; they believe in the mission of the organization; they have a manager who helps them achieve their personal and professional goals; they have a work environment that enables them to do their best work every day; they are rewarded and recognized for merit-based contributions to the organization versus being gated by a system that reward tenure over achievement.

This requires that we re-think the entire talent management process in the federal government – from recruiting to training/skills development to what objectives we are about (and how we incent the right behavior consistent with these objectives) to how we evaluate and reward team members and ultimately to how we terminate non-performers and gracefully retire those who have served this country effectively.

This also requires a re-thinking of our systems and processes. In this future model of OPM 2.0, OPM will be the central hub for all federal employee systems and will be a partner to every other agency in ensuring that they can attract, develop and retain the talent that will be required for the US to maintain its economic, technological, moral and military leadership. OPM resources should be complemented by dedicated HR business partner professionals who live in the respective agencies and possess the agency-specific domain expertise to support the unique requirements of each agency.

40. On February 26, 2025, OPM and OMB released a memorandum providing agencies with guidance on how to begin reductions in force (RIFs) and agency reorganization plans (collectively ARRP). If confirmed, how will you ensure the ARRP results in a more efficient and productive federal workforce?

Please see above for a more fulsome explanation. At the most basic level, however, I believe that team members within organizations respond to incentives. If you want to change the behavior of an organization, look no further than to the incentives that the managers have created. AARP is merely the first step in ensuring productivity and

efficiency. It is a recognition that we simply can't be everything for everyone and continue to run $2+ trillion annual deficits. Rather, we must be willing to recognize that there are financial constraints, and we are going to need to make some hard decisions about what specific functions within an agency are required to continue versus which are simply no longer affordable. This of course will not be easy, and it will not be without impact; we should recognize that the effects of these actions will be felt by everyday Americans who may find that the government can no longer employ them in their current role.

Once we can make some of these changes, we need to implement fundamental changes to the overall incentive structure that will ensure the longevity of the positive financial benefits of AARP. In my opinion, we should incent federal employees around two high level goals – deliver the best possible service to the American people (consistent with the objectives outlined by the Agency heads and Congress) but do so in an environment that rewards efficiency and respects the financial constraints under which Congress says we should live. No longer should power, promotions and prestige be a function of how long someone has been in a role or how large their organization of budget is, but rather how well they achieve the above goals. Granted this will require a cultural reset in many areas – and it will not be without its challenges – but I believe that the rewards of this for the American people are worth the struggle.

41. Do you believe the public and Members of Congress should have visibility into the processes that agencies use to hire and fire personnel?

Yes – I believe that transparency is critical for all parties – government employees, the American public and Congress. Lack of transparency simply breeds paranoia – if we don't share the narrative, people will invent their own (and often those self-created narratives lead to dark places).

42. How do you define "merit" for purposes of evaluating an employee's performance and for hiring purposes?

In my opinion, merit means the successful accomplishment of the defined objectives for a particular role. So, for example, if someone is a call center agent for the SSA, I'd imagine that we should measure them against customer satisfaction (some form of Net Promoter Score) and whatever defined efficiency metrics are relevant (e.g., calls resolved per hour). If the agent ranks highly in those metrics, then we should reward them based on such merit. I do not believe "merit" means tenure in a role, ability to accomplish things that are not defined objectives, nor immutable characteristics that do not ultimately result in performance against defined objectives.

43. What are actions you would pursue, if confirmed as Director of OPM, to support the appropriate level federal personnel?

I am not sure I understand the question.

44. What is your understanding of the percentage of the federal workforce that teleworked in 2024 and how frequently they teleworked? Please describe your source.

I do not know the precise numbers, but, if confirmed, believe OPM needs to understand this and report on it at the Agency and sub-department levels. As I have noted in a previous question, I am not sure in 100% of cases that telework should be outlawed, but rather that we need to do the work to determine whether the specifics of the job and the level of maturity of the employees (and the cultural and economic impacts of telework) are/not amenable to telework. Having worked in many organizations in my career, my default is that most job functions benefit from significant time in the office and with other co-workers, but I am intellectually open to the idea that there may be limited exceptions.

45. What steps could OPM take to improve employment opportunities for military spouses?

I must admit that I am not familiar with all of the challenges associated with military spouses, but I would like to investigate this further if confirmed, as I do believe it is critical that we provide opportunities to enhance spousal career development and (as a result) retain military personnel.

I imagine that one of the critical issues is the often-changing geographic assignments of military personnel and the resultant discontinuities that creates for spouses seeking to build professional careers. To me this may be a great opportunity to deploy more liberally remote and/or telework opportunities. Again, not all jobs are created equal and thus may not all lend themselves to this model, but I am committed to digging into this if confirmed and fully recognize the value of military families.

46. What is OPM's role, if any. in compliance with the Americans with Disabilities Act?

OPM will remain in compliance with the ADA.

47. What is OPM's role, if any, in compliance with the Equal Employment Opportunity Act of 1972?

OPM will remain in compliance with the EEOA.

48. In December 2024, Congress passed legislation, the *Chance to Compete Act* (Public Law No: 118-188), to improve skills-based hiring and the use of technical assessments in the federal hiring process.

a. If confirmed as OPM Director, how would you assist in implementing the *Chance to Compete Act*?

As I have noted elsewhere in this document, I believe strongly that skills assessment by individuals who are subject matter experts are a crucial part of the hiring process. We should not have generalist HR personnel screening applicants if they lack the ability to assess critical skills, whether technical or otherwise. So, I would not only

support implementation of the Chance to Compete Act but would like to explore broadening its scope to include a larger segment of jobs for which assessments can be deployed.

b. What other steps would you take, if confirmed, to improve federal hiring?

I have discussed some of this elsewhere in this document, but I will highlight a few additional ideas here. We have some of the best universities, community colleges and technical schools in the world and I believe we should do more to identify and hire great, young talent directly out of these places into the federal government. There has been some experimentation here, but I think we need a pan-government initiative around this. We should do simple things, such as finding ways to utilize summer internships as an on-ramp for exceptional talent into full-time roles and ensuring that the federal interview and hiring processes align with college career development timelines. Both for college recruiting and general full-time recruiting, I think we should consider a more consolidated and simplified process for applicants to apply once and have their qualifications reviewed by multiple agencies. For example, one can imagine that many agencies need technical skills, most of which are generalizable across the functional domains of the agencies. Why not have a single application site for a candidate where he or she can be exposed to all the available jobs pan-government that meet the requisite skill set and let the agencies "compete" against one another for the best talent? There is nothing like a friendly competition that can lead to everyone leveling up their recruiting skills!

I also believe that we can benefit from doing a better job of marketing the value of a government job, whether as a full career or as a place where a limited time engagement can enhance one's private sector opportunities. To do this effectively, we would need to map the skills/learning opportunities in federal roles with the needs of the private sector and demonstrate that such an on-ramp is valued by private employers. This type of public/private partnership would not only expand the scope of available government recruits but would also serve to reinforce the marketable skills of federal employment.

49. What criteria do you believe federal agencies should use in evaluating the appropriate mix of contractors and federal employees?

I am concerned that we have created a dynamic within the federal government that leads to the same over-utilization of contractors that I have seen in my private sector roles. Simply put, organizations often inadvertently incent contract work over FTEs because they make it easier from a budgeting perspective to take on perceived "transitory" costs versus fixed costs (or to do an end-run around internal FTE compensation restrictions that often don't apply to contractors).

In my private sector experience, this often leads to the phenomenon of "permanent" contractors who effectively masquerade as FTEs yet are not always aligned with the mission and culture of the organization. There are of course times where contractors do

make sense – e.g., we lack the ability to hire/retain specific skill sets; we truly have a limited time engagement for which we don't want to hire and then fire FTEs; it truly is more cost-effective to hire a contractor; etc. If I am confirmed, I would like to explore this further to determine whether we have unwittingly created incentives that promote the engagement of long-term contractor relationships that lack sufficient justification.

50. Retirement application processing delays have long been an issue for OPM, but the agency has made significant improvement in the last year. If confirmed, how would ensure OPM continues progress in this area?

This is a critical area for further reform. It's simply unfair to retirees that we cannot timely and accurately process benefit applications and unfair to the American people that we are not spending their tax dollars in a more efficient way. I am aware that OPM is currently working on this, and I want to make sure this remains a top priority. Ultimately, we need to utilize automation more effectively to dig ourselves out of the current hole, but we also need to solve the underlying reasons for why we arrived at this outcome. OPM needs to lead in the development of a unified and comprehensive set of systems that are pan-government. It should not be the case that every agency has its own system of record such that a retiree who has worked at multiple agencies requires manual intervention to assemble their complete employment record and thus retirement benefits.

51. In 2024, OPM implemented the Postal Service Health Benefits Program as part of the FEHB program. If confirmed, will you continue implementation of this program?

Yes

Emerging Technology, Information Technology, and Cybersecurity

52. Do you believe federal agencies should be held to the highest standards for privacy and cybersecurity of the agency systems and data they hold?

Yes – we are stewards of PII data that we hold on behalf of the American people and must have a set of systems and processes that ensure the security and confidentiality of all such data.

53. How will you ensure that OPM properly handles classified or sensitive information?

Protection of classified/sensitive data requires a combination of systems, processes and accountability for the individuals who have access to such data. I am not aware if OPM already has a documented plan incorporating each of these critical components, but I will assess that if I am confirmed and, if any delinquencies exist, ensure that the organization addresses them.

54. If confirmed, how will you implement technological advances like artificial intelligence to support OPM's mission?

AI is an incredibly broad set of technologies that has the potential to dramatically impact the way in which organizations address their constituents and achieve their goals. At its most basic level, I think of AI as a broadly dis-inflationary (or productivity-enhancing) set of technologies for which we should explore its utility within OPM. Obviously, there are open questions today about some of the existing limitations of AI – e.g., hallucination, data integrity, privacy, etc. – but the potential benefits to the organization are significant enough such that we should be open-minded to exploring opportunities that can support OPM's goals of providing the highest quality of service to government employees while maximizing the potential for efficiency. As with all new technologies, I believe we should identify targeted use cases that can serve as limited proof of concepts (limited data, limited constituent engagement, etc.), so that we can crawl before we walk.

55. If confirmed, do you commit to ensuring that OPM uses artificial intelligence transparently?

Yes

V. Accountability

Whistleblower Protections

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

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

I have been directly involved with a handful of whistleblower complaints in my executive roles and through my board roles. In all cases, I involved the relevant HR, Compliance and Legal personnel (including, in some cases, outside legal counsel) to conduct the appropriate level of investigations and to report back to me or to a special committee of the board. Any accused parties were made aware of their obligations to cooperate with the investigations and of the consequences of any retaliatory actions. To date, none of the whistleblower complaints I have managed have resulted in any allegations of retaliation.

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

The same as I have done in previous roles – take the appropriate steps to ensure that whistleblower complaints are fully investigated and resolved and that no retaliatory actions are taken against the reporting party.

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

retaliation are handled appropriately?

Please see above.

Cooperation with Inspectors General

57. Inspectors General (IGs) face unique obstacles as they do their work, including budget challenges and disputes with agency heads over access to information. How do you view OPM's relationship with various Offices of Inspectors General (OIGs)?

Consistent with our statutory requirements, OPM will comply with any appropriate and lawful requests from the IGs.

58. Under what circumstances, if any, do you believe OPM would not be required to provide any OIG with timely access to agency records?

OPM will fully respond to all lawful requests from the OIG within its duly authorized jurisdiction.

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

Yes

Cooperation with GAO

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

Yes

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

Yes

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

Yes

VI. Relations with Congress

63. If confirmed, will you commit to ensuring your agency maintains communication with Congressional offices?

Yes

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

If confirmed, I will work with the committee to make myself or employees of OPM available to the committee as appropriate.

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

If confirmed, I will work with the committee to make myself or employees of OPM available to the committee as appropriate.

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

If confirmed, I will respond to requests for information as appropriate. I would respectfully ask that the requesting party work with the OPM team in good faith to help prioritize requests and agree upon reasonable timeframes for response, consistent with other responsibilities to which OPM team members may be attending.

67. Do you agree without reservation to reply to any reasonable request for documents, communications, or any other agency material or information from members of this committee?

If confirmed, I will respond to requests for information as appropriate.

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

I will ensure that team members notify me promptly of any incoming requests and will manage their deliverables and responsiveness as I would any other work product of the organization.

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

Yes

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

Yes

VII. Assistance

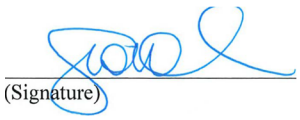
71. Are these answers completely your own? If not, who has provided you with assistance?

These answers are completely my own – I accept sole responsibility for any errors or omissions. Where there were factual questions for which I lacked data or institutional knowledge, I consulted with a small group of OPM political appointees.

72. Have you consulted with OPM, or any other interested parties? If so, please indicate which entities.

Per the above, if I had factual gaps, I consulted with a small group of OPM political appointees. I have not consulted with other interested parties.

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



(Signature)

This 13th day of March, 2025

Ranking Member Gary Peters
Post-Hearing Questions for the Record
Submitted to Scott Kupor

Nomination of Scott Kupor to be the Director, Office of Personnel Management
Thursday April 3, 2025

1. OPM has not responded to a February 7, 2025, letter from Ranking Member Peters of the Full Committee and Ranking Member Blumenthal of the Permanent Subcommittee on Investigations. The letter seeks information and records related to the deferred resignation program. If confirmed, will you quickly respond to the letter, including the request that OPM sends Congress the same information that OPM has requested from agencies about the deferred resignation program on a weekly basis? I commit to being transparent and responsive to your requests. I don't know whether weekly is appropriate given that I don't know what information is available to OPM and what the staffing constraints are, but we will endeavor to be responsive.

2. On February 26, 2025, a joint OMB-OPM memo directed agencies to submit to OMB and OPM a fairly detailed Agency RIF and Reorganization Plan. Phase 1 of the plan was due on March 13, and Phase 2 is due April 14. If confirmed and upon request, will you quickly provide this Committee with copies of Phase 1 and Phase 2 of these plans and respond to additional questions the Committee has asked about the planning and implementation process including whether OPM has granted any waivers to agencies for the 60-day RIF notice requirement? Would you agree to brief the Committee on the direct services certification discussed in the February memo? I am committed to being transparent and responsive to your requests. Again, per the above, I need to better understand the limitations, if any, on our ability to respond timely and be mindful of appropriate confidentiality requirements.

3. On January 27, 2025, a OPM memo directed agencies to submit to OPM recommendations on federal positions appropriate to be placed into Schedule Policy/Career. If confirmed and upon request, will you quickly provide this Committee with copies of agencies' positions recommended to be placed in Schedule Policy/Career and respond to additional questions the Committee has asked about the planning and implementation of Schedule Policy/Career including OPM's next steps in the process? See above

4. On January 20, 2025, OPM directed agencies to identify all employees in their probationary period and send a list of all such employees to OPM by January 24. If confirmed and upon request, will you provide this Committee with the same information that OPM has requested from agencies regarding their probationary period employees? See above

5. As OPM Director, would you comply with federal court orders related to OPM? When a federal judge requests that you appear in court, will you appear in court? I will comply with all legal requirements attendant to my role.

6. Upon request, would you commit to sending to this Committee information about the number of OPM employees fired or placed into administrative at OPM since January 20, including any that have been reinstated? Yes

7. Upon request, would you commit to sending to this Committee information about implemented or planned reductions in force at OPM? Yes – with the appropriate caveats noted above, that pending actions may require confidentiality such that reporting post-implementation may be more appropriate.

8. In February, OPM conducted a complete reduction in force of the Office of Procurement Operations – impacting the processing contracts. This office handles critical OPM functions like Federal Employee Health Benefits Programs for 8 million enrollees and USA Jobs. Can you commit to promptly briefing the committee within 2 weeks of confirmation on the RIF's impact on OPM's ability to continue to handle the functions of the Office of Procurement Operations? I am committed to briefing the Committee on any remedial plans associated with the procurement changes. I don't know that 2 weeks will be sufficient time to provide you with a robust enough response, but will work expeditiously to provide you the requested oversight information.

9. The current Administration has eliminated OPM's Human Capital Data Management and Modernization Office, which oversees the Enterprise Human Resource Integration (EHRI) data system. This is primary data warehouse in support of agency human capital management activities and decisions. If confirmed, what steps would you take to ensure agencies have the data they need to make informed decisions on staffing and resource needs? Will you ensure the EHRI data is still available to agencies? I plan to do a full review of all systems, including to determine whether further consolidation of critical HR systems across agencies would be more efficient and effective. Without question, OPM needs to ensure that agencies have the appropriate data to make informed decisions.

10. The current Administration has eliminated OPM's office that handles privacy and FOIA requests. If confirmed, what steps would you take to ensure OPM can continue to handle the vital functions of this office? I am committed to ensuring that appropriate privacy and FOIA requests are serviceable by OPM. I don't know what is required to do this, but will investigate if confirmed.

11. If confirmed, will you commit to ensuring that OPM is sufficiently staffed to handle and respond to information and meeting requests from the OPM-OIG and GAO in a timely manner? Yes

12. What will you do to ensure that OPM's responsible to process retirement claims is done quickly and correctly with minimal disruptions to an individual's income and health benefits, especially with the deluge of separation applications given the Trump Administration efforts to remove tens of thousands of employees from their jobs? This is

an area that I want to review fully if confirmed. I fully believe that we should ensure that retirees are treated with respect, including the timely processing of their retirement claims. I also suspect that there are opportunities here to do so while also reducing cost and delays.

13. When the Administration conducts a major workforce restructuring – including through the use of mass layoffs – does it still have a responsibility to ensure there are sufficient employees across agencies to carry out the activities that Congress requires by law? As OPM Director, what guidance would you provide to agencies on this question? Yes – if activities are deemed critical, any restructuring plan should include an explanation for how those critical services will continue to be delivered.

14. How do you intend to make the federal government an attractive place to work when it now has a track record of indiscriminately firing the next generation of employees and firing employees regardless of their track record of performance? We need to communicate appropriately the "what" and the "why" our actions and help employees understand how the go-forward organization will function. I am confident that if we do this effectively, we will have resilient organizations.

15. In late January, OPM sent all federal employees an FAQ page that broadly characterized federal jobs as "lower productivity" compared to private sector jobs. Do you agree with this statement? Do you think it helps or hurts the morale of workers who hold federal jobs? I believe that federal employees perform critical functions on behalf of the American people and should be recognized for that. If we determine that a function can no longer be supported financially and thus we may be required to eliminate jobs, we can and should do so in a way that is humane and respectful.

16. Are an employee's skills more or less important than their personally held views on the President's political agenda? All jobs must be evaluated based on the performance criteria relevant for the role.

17. What steps have you taken to familiarize yourself with the civil service laws that date back to the 1800s—which have been enacted to prevent any President from filling jobs with political loyalists rather than people who are the most qualified to do the work? I have more work to do here.

18. Do you commit to honoring the civil service laws passed by Congress over the past century and a half to ensure individuals are hired based on merit? Do you commit to working with Congress on any improvements you'd like to see to civil service law rather than simply ignoring the laws you don't like? Yes

19. Please describe your views regarding the use of AI to replace federal positions. Are there federal functions or positions that you believe cannot be performed by AI and must be

performed by a federal employee? I have not done enough work to know precisely for which roles AI may be appropriate, but I believe more generally that we should look at the ways in which technology may be a complement or substitute for labor if it can deliver a superior level of service at lesser cost.

20. In your current line of work, how often do you see companies offer hybrid arrangements where employees may work from home on certain days of the week but also must come into the office on a regular basis? I have seen the full gamut of full-time in office to hybrid situations.

21. The current Administration has delayed OPM's implementation of the Federal Employee Viewpoint Survey, which is normally sent to the federal workforce in May. If confirmed, do you commit to administering in the FEVS in 2025? I don't know the rationale behind the current delay, but believe that employee engagement surveys are an important longitudinal view of the workforce.

22. The Postal Service Health Benefits Program covers roughly 20% of the FEHB population by providing health benefits to over 1.9 million Postal Service employees, annuitants, and their eligible family members. Do you commit to ensuring that OPM maintains the necessary resources to carry out the Postal Service Health Benefits (PSHB) Program? Yes

23. Do you commit to maintaining the centralized enrollment system that has been established to administer the Postal Service Health Benefits (PSHB) Program, and ensure that the program continues to provide a diversity of quality health benefit carriers? I don't know the details behind this, but commit to diving in more deeply and responding to this question once I have the appropriate information.

Post-Hearing Questions for the Record
Submitted to Scott Kupor, Nominee to be Director, Office of Personnel Management
From Senator John Fetterman

Full Committee Hearing:
"Nominations of Scott Kupor, to be Director, Office of Personnel Management, and Eric Ueland, to be Deputy Director for Management, Office of Management and Budget"

April 3, 2025

1. On March 27, 2025, President Trump signed an Executive Order titled, "Exclusions from Federal Labor-Management Relations Programs." The EO eliminates collective bargaining rights from several agencies in the name of protecting national security.

a. Will you respect the right of federal workers to organize as guaranteed by federal law, if confirmed? Yes
b. Are federal employee unions a threat to national security? Why or why not? No, federal employee unions are not, in themselves, a threat to national security. While at the founding of our nation we didn't have these unions, and while multiple presidents including FDR believed public sector unions to be inappropriate, Congress and the President have, at times, authorized them. As I noted at the hearing, I believe federal employee unions to be an important stakeholder or resource in determining government-wide workforce policy.

2. The Committee for a Responsible Federal Budget (CRFB) estimated roughly $350 billion in savings over ten years by cutting 10 percent of the federal workforce. However, CRFB points out that cutting certain employees could actually create net costs to taxpayers. In addition, funds appropriated to pay personnel costs would require congressional approval before they could be put to use elsewhere.[1]

c. How does the Trump Administration's mass removal of federal employees save money absent congressional approval to repurpose funds or reduce allocations for personnel based on reductions in force? I don't believe that OPM is the arbiter of this question, because it involves various statutes relating to various agencies, as well as accounting metrics that are the general purview of OMB, rather than OPM.
d. Does firing inspectors general – the federal watchdogs specifically tasked to root out waste, fraud, abuse, and mismanagement – produce a net savings or net cost to taxpayers? Explain. OPM is committed to ensuring that any whistleblower or other complaints are appropriately adjudicated, including through the inspector general process.

3. Boyers, Pennsylvania is home to a facility housing millions of federal employee retirement files. While *new* retirement paperwork is filed and handled in Washington, D.C., the Boyers facility is primarily responsible for holding completed retirement files – *active* and *survivor* cases. If a retiree needs to make changes to their file (e.g., in the event of a divorce or remarriage, subject to court order, or change in beneficiaries) or if a survivor beneficiary of a

[1] *See* https://www.crfb.org/blogs/potential-savings-shrinking-federal-workforce.

federal employee needs to update the file (e.g., report the death of a retiree), those changes are processed at Boyers.

a. Prior administrations began work to reduce the time it takes to process new retirement paperwork. DOGE also expressed interest in making improvements in this space. Will you continue this work, if confirmed? This will be something I will look into and explore the options the previous administration came up with and what the DOGE team has suggested. The ultimate goal is to ensure that government retirees are provided accurate and timely service on their benefits in the most expedient and efficient manner.
b. Will you work with my office to also modernize operations at Boyers to improve processing times for active and survivor cases, if confirmed? Yes.
c. If confirmed, will you evaluate how the Retirement Services office presents data on new, active, and survivor cases to ensure accuracy and transparency? Yes.
d. If you find that Retirement Services is not presenting accurate data, will you notify Congress, if confirmed? Yes
e. If you find that Retirement Services is not presenting accurate data, what additional steps will you take to remediate the issue, if confirmed? II don't know the appropriate method of remediation at this point given that I have not had a chance to explore this more fully, But, if confirmed, I will do a deeper dive on the issues and propose any required changes.

4. The *Chance to Compete Act* (Pub. L. 118-188) gives Pennsylvanians a fair shot at a good job by requiring the federal government to adopt skills-based testing in the federal hiring process that prioritizes what you can do, not who you know, who you voted for, or where you went to school. This legislation received unanimous support in both chambers of the Congress, and President Trump affirmed the importance of this legislation in Executive Order 14170.

a. What steps will you take to ensure this legislation is implemented correctly and on time, if confirmed? I will take all steps necessary to ensure we fully carry out the EO and build out a robust skills-based workforce in the federal government.

5. In Question 51 of your Pre-Hearing Questionnaire, you said you would continue implementation of the Postal Service Health Benefits (PSHB) Program. Congress has learned that OPM may struggle to operate the program effectively due to the cuts the Trump Administration is making at OPM.

a. Should an agency, in this case OPM, determine what staffing they need to operate a program such as PSHB before they start making arbitrary cuts to personnel levels? I will need to assess the staffing shortcomings at OPM once I assume the role and from there will make the necessary changes needed to ensure this program is staffed to the appropriate levels.
b. What steps should OPM, in coordination with the Office of Management and Budget, take to ensure capacity to operate a statutorily mandated program? OPM will work with OMB, when necessary, to ensure it has the budget and personnel to carry out statutorily mandated programs.

6. In Question 9 of your Pre-Hearing Questionnaire, you discussed reigning [sic] in federal spending.

a. Please clarify your views on the role of the Director of the Office of Personnel Management and its influence on federal spending. As you are aware, OPM does not have the authority to effect cost reduction activities in separate agencies, However, consistent with the President's executive orders, OPM can provide guidance and support to agencies as they determine their appropriate levels of staffing, I intend to do this if confirmed to lead OPM.
b. Do you believe that cutting the federal workforce will yield a cost-savings? If so, please describe how you came to this conclusion (i.e., what sources did you use)? In may nearly 30 years in the private sector, I have never seen an organization that cannot benefit from a periodic review of its spending and service delivery. In fact, in nearly all cases I have seen where companies have undergone restructurings, the organization has ultimately been able to deliver a higher quality service to its constituents at lower cost. Obviously, in government, we need to ensure that this is the case, but I am confident that a well conducted restructuring process can both increase service levels and reduce costs.
c. Have you identified other areas of cost-savings within the Office of Personnel Management that you would want to pursue, if confirmed? If so, what are they? I have not had the opportunity to do a formal review of OPM, but plan to do so if confirmed.

7. In Question 9 of your Pre-Hearing Questionnaire, you talked about the federal workforce delivering "excellent service to the American people." In addition, you posted on X in support of DOGE and its goals of making the government more responsive to the American people.

a. How does eliminating customer service employees at many public facing agencies, such as the Social Security Administration, Department of Veterans Affairs, or the Internal Revenue Service achieve "excellent service" for the American people? As noted above, I do not believe in all cases that more people equate to better service, Rather, we need to look at each function and determine the most efficient way to delivery service to the American people. My experience has been that in many cases, too many people or too much bureaucracy can lead to inefficiencies that degrade service. This is the planning work that I believe we must do to determine the potential outcome of any reductions in force.

8. In Question 39 of your Pre-Hearing Questionnaire, you described plans to restructure the Office of Personnel Management (referred to as OPM 2.0), but in Question 38, you stated that you do not have adequate knowledge to answer what at OPM should be expanded, consolidated, or eliminated.

a. How did you develop your vision for "OPM 2.0" without knowledge of OPM's current operations? I have ideas based on my current (outside-in) understanding of the organization, Ultimately of course, any ideas that we implement will be driven by a full review of the organization. That being said, I think the high level goals of OPM 2.0 are inarguable – we should create an environment in the federal workforce that enables hard-working, dedicated employees to do their best on behalf of the American people and to do so at the lowest possible cost.

b. Will you commit to sharing a more concrete, substantive plan for "OPM 2.0" within 30 days of your confirmation, if confirmed? I don't know whether 30 days is sufficient, but I commit to sharing our plans in the appropriate time frame.

9. In Question 14 of your Pre-Hearing Questionnaire, you wrote that it is important to give disputing parties the "freedom of time to resolve a difference" to provide "an opportunity to remove unnatural barriers that might contribute to conflict." Grievance procedures laid out in collective bargaining agreements (CBAs) allow agencies and employees time and processes to resolve differences.

a. Recognizing your limited work with unions and union-represented employees, do you view CBA grievance procedures as "unnatural barriers" to conflict resolution or do these procedures better facilitate the "intellectual, fact-based conversation" that you encourage to resolve conflicts? I am not well enough versed in the CBA grievance procedures to answer this question fully, but I am committed to learning more and to providing appropriate venues for input and dispute resolution.

10. In Question 16 of your Pre-Hearing Questionnaire, you wrote that individuals who lose their job through no fault of their own should be treated "with empathy and understanding of the very personal implications of job losses."

a. If confirmed, would you treat members of the federal workforce who lose their job through no fault of their own the same way? Yes
b. Do you agree with Office of Management and Budget Director Russell Vought's statement, "When [federal employees] wake up in the morning, we want them to not want to go to work, because they are increasingly viewed as the villains. We want their funding to be shut down … We want to put them in trauma."? If so, how do your views on treating employees with empathy square with your agreement with Director Vought's statement? If not, why not? I start with the assumption that all employees are committed to doing their best work unless proven otherwise, I am certain that there are many dedicated, hard-working employees in the federal government who come to work every day to do their best on behalf of the American people. I want to create an environment that supports those individuals and that also holds accountable others who may not be performing at the appropriate level of outcomes.

11. In Question 22 of your Pre-Hearing Questionnaire, you wrote "employee morale is a crucial determinant of efficiency and productivity – and critically retention." Meanwhile, the Trump Administration has removed and plans to remove thousands of federal employees in the name of efficiency and productivity – undermining the morale of remaining employees and those reinstated.

a. Do you believe that the Trump Administration's actions to remove federal employees has harmed morale? If so, do you believe that the diminished morale of the federal workforce will reduce efficiency and productivity contrary to the Administration's stated goals? Why or why not? I believe that we can both do the hard work that is required in restructuring and ultimately end up with organizations that are empowered to do their best work on behalf of the American people. That requires communication, transparency and respect – all of which I believe we can and should do.

b. How will you work to improve employee morale government-wide in light of the Administration's personnel actions? My experience has taught me that open communication and transparency is critical in restructurings. Yes, everyone will not be happy and the challenges will be great, However, if we explain the "what" and the "why" or our actions and treat departing employees with appropriate respect, I believe that the organizations will be resilient to change.

12. Throughout your Pre-Hearing Questionnaire, you discuss the use of surveys to evaluate employee performance and how an organization is meeting its goals.

a. If confirmed, will you commit to upholding and defending data-driven decision-making within OPM? Yes
b. If confirmed, how will you address or adjust Administration policies if data produced from these surveys show quantitatively and qualitatively that the Trump Administration's personnel actions have undermined the ability of the federal government to meet its goals? As I have done throughout my career, I will do the work to understand the source of any dissatisfaction and seek to remedy it with appropriate actions. Obviously, there are always limits to what one can do in an organization and we should be transparent about what those are and, if need be, allow individuals who are unhappy with those constraints to exit the organization with dignity.
c. Will you commit to providing reports to Congress on the results of these surveys upon request, if confirmed? Yes
d. One of the most critical tools for assessing employee satisfaction and the workforce's ability to meet its goals is the annual Federal Employee Viewpoint Survey (FEVS). The Trump Administration plans to pause the FEVS. Will you commit to continuing to use the FEVS to assess employee viewpoints and compare it to historical FEVS data as part of your efforts to survey employees and agencies, if confirmed? Yes

13. In Question 48 of your Pre-Hearing Questionnaire, you discussed strategies for recruiting and improving the hiring process for young people looking to join the federal workforce.

a. As a result of the Trump Administration's hiring freeze, internship programs across the government were suspended – denying the ability of many young people opportunities to enter the federal workforce and gain valuable experience. The hiring freeze allows the Director of the Office of Personnel Management to exempt certain positions from the hiring freeze. Will you allow internship programs to continue despite the hiring freeze, if confirmed? I will comply with the President's guidance regarding the current hiring freeze. However, I fully expect this to end at some point and look forward to being more expansive in our internship programs. We should more formally use internships as an on-ramp to federal employment; our current posture is a missed opportunity.
b. The Trump Administration eliminated the Presidential Management Fellows program, which was designed to bring specialized, early-career talent into the federal government. Does eliminating this program align with the strategies that you laid out in your questionnaire? Why or why not? I need to understand this program better, but, based on my current understanding, it is too limited. We should make specialized outreach much broader and more systematic. The government needs to double down on its efforts to attract the nation's best and brightest into our ranks.

c. With the suspension of federal internship programs and the elimination of the Presidential Management Fellows program, how will you work to bring young talent into the federal workforce, if confirmed? I have many ideas here to which I can't do justice in this written format. But, to give you a few ideas, we need to embrace the concept of a "common app" that enables applicants to have a simple application process across multiple agencies for which their skills are appropriate. We need to embrace the utilization of subject matter experts and skills-based tests as a more effective screening mechanism. We need to have a physical recruitment presence on college campuses to appropriate market the opportunities in government. We need to make internships an onboarding opportunity for full time employment. I am happy to discuss this in greater detail with you.

14. The Trump Administration's personnel actions and subsequent reversals from courts or the Administration itself have led to confusion among federal employees and those recently separated from their employment (e.g., either by being fired, laid off, or retiring).

a. Will you commit to providing clear, accurate, and timely information to current federal employees, recently separated employees, and the public on the status of hiring, lay-offs, reinstatements, or retirement incentives, if confirmed? Yes

Post-Hearing Questions for the Record
Submitted to Scott Kupor, Nominee to be Director of OPM
From Senator Ruben Gallego

"Nomination of the Scott Kupor to be Director, Office of Personnel Management, and Eric M. Ueland to be Deputy Director for Management, Office of Management and Budget"
April 3, 2025

Question 1

If confirmed, you will lead the agency that has been a key player in the administration's efforts to slash the size of the federal workforce and overhaul the way entire agencies are structured. While improved government efficiency is a goal I support, constituents have reached out to us with significant concerns about the impact OPM-led actions have had on important, often lifesaving services they receive.

How will you ensure that layoffs at federal agencies do not compromise Arizonans' access to often lifesaving government services? My goal is to ensure that we deliver the same or better level of service to the American people with greater cost efficiency. If there are functions that we can no longer support financially, we should be transparent about that. But, in other cases, where a function is critical to the American people and yet we think there are ways to increase efficiency, I will work with the agencies to understand how they intend to ensure the appropriate service levels in light of reduced headcount.

Question 2

Last week, the President stripped collective bargaining rights from over a million federal workers. This will directly impact veterans across the country, who make up 30% of the federal workforce, including 18,000 veteran federal workers in Arizona. Many of these workers are at the VA, which will impact vital medical services for Arizona veterans.

Would you have signed this memo if you had been at OPM on March 27th? What role do you believe federal employee unions should play? How will you engage with federal employee unions if confirmed? I believe that we should look at all areas of employment and determine how best to deliver a high level of service to the American people at the best possible cost. If unionized employees can satisfy this requirement, then we should consider that as a viable opportunity.

Question 3

The intent behind DOGE is sound. Federal agencies should be responsible stewards of taxpayer dollars and as a result, efficiency should always be top of mind. However, the administration has empowered a group of unelected kids subordinate to an unelected billionaire, to haphazardly and illegally gut the federal government and undercut the authorities of individual, independent agencies.

How will you handle situations where the President's delegations of authority are unclear, unconstitutional, or illegal, particularly those that empower unelected, unconfirmed individuals like Elon Musk and his DOGE allies? I have pledged to comply with all rules, regulations and laws of the United States. Ultimately, I expect in some cases that the judicial system may need to resolve questions as to the scope of executive authority, and I pledge to comply with any judicial rulings in this regard.

Question 4

As I am sure you know, OPM was targeted by Chinese hackers in 2015. The resulting damage affected over 22 million Americans, both inside and outside of government. This incident highlights the importance of protecting sensitive information, particularly at a time when the nation faces substantial threats from adversaries. It also underscores the risks for federal employees and the public at large.

With OPM reportedly granting DOGE sweeping access to personal information, the agency's responsibilities to uphold national security and ensure individuals' safety are once again under scrutiny. A federal judge has also raised the issue of legality, issuing a temporary injunction against OPM for violating the Privacy Act of 1974.

Will you comply with DOGE if it continues to seek unauthorized and potentially illegal access to sensitive data, including people's Social Security numbers and home addresses? I believe strongly in data security and pledge to maintain that. Individuals will only be granted access to confidential data to the extent they are legally entitled to access and can demonstrate their ability to maintain the integrity and protection of such data.

Eric Ueland testimony
Nomination to serve as Deputy Director for Management
Office of Management and Budget
Senate Committee on Homeland Security and Government Affairs
April 3, 2025

Mr. Chairman, Ranking Member Peters, and Senators—

Thank you very much for holding the hearing this morning on our nominations. I very much appreciate the opportunity to appear before you today, The Committee has a strong history, and I look forward to building on that if I have the privilege of confirmation as the Deputy Director for Management at the Office of Management and Budget.

I also greatly appreciate the trust and honor President Trump placed in me with this nomination. Of course, none of us could serve without the support of our family, who endure a lot, and are here today as part of these proceedings. My thanks to them. As well, I am grateful for the introduction by a former boss and friend of mine, Senator Don Nickles—an honor that he is here this morning.

Mr. Chairman, the Deputy Director for Management at OMB celebrates its 35th birthday this year. Created at the start as the key official to oversee the financial management of the Federal books, the DDM over the years has become a go-to resource for a variety of tasks, including Federal performance and

improvement, e-governance and information policy, procurement and linking data to spending, and how best to provide service to the American public.

Now as a result of the Presidential election, the Deputy Director for Management is positioned to assist and support departments and agencies as they drive change and bring long-needed reforms to the Federal government. Under the direction of OMB's Director and Deputy Director, the DDM and its staff can be leaders in assessing and reforming the processes and operations that have made the Federal government too large and too inefficient, while ensuring that the American people receive the government services they deserve and need.

This cannot be done successfully without partnerships and communication. If I am confirmed, I will make it my mission to wear out this Committee, and any interested members, to solicit your input and share where we are headed. I'm hopeful that we can find places to cooperate and collaborate to tackle the many challenges we face.

And I will also make sure that as we clarify problems, think through solutions, and help agencies and departments build a more responsive Federal government in the 21st century, we take every opportunity we can find to explain the problems we find and the fixes we propose. Any change is hard, but change with clarity to

the workforce, to Congress, and to the public of the change at hand and the ideas proposed, and then implemented, can reduce confusion and concern while driving better results that everyone has a stake in seeing succeed.

The DDM works to ensure departments and agencies create the best policy and delivery of strong Federal financial management through our Office of Federal Financial Management. We oversee key aspects of Federal procurement, including policy and delivery, through the Office of Federal Procurement Policy. We work hard to help Departments and agencies with their personnel management and performance evaluation through the Office of Performance and Personnel Management (OPPM). The DDM office heightens our cybersecurity and enhances the functionality of what the public expects through the Office of Federal Chief Information Officer.

Also, we're working hard to understand the data we have and how it relates to the programs and projects the government funds. OMB is underway figuring out whether the federal real estate footprint is too large and misaligned with taxpayer needs, and then rightsizing what we have, what we rent, and what we do.

Under the direction of the Director and Deputy Director it will be my job to ensure we meet our statutory responsibilities while pioneering new ways to

deliver. Everywhere I've worked, I've tackled new challenges, mastered ways and tools to deliver results, collaborated closely with colleagues, and ultimately delivered success. I'm excited about the challenges we face and the opportunities to serve and learn as the Deputy Director of Management. I look forward to answering the questions you have, and a strong partnership with this Committee if I have the privilege of confirmation. Mr. Chairman, Ranking Member Peters, thank you.

REDACTED

HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Deputy Director for Management Office of Management and Budget	**March 10. 2025**

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
ERIC	**MATTHEW**	**UELAND**	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			Street: **725 17th and Pennsylvania Avenue, NW**		
City: Arlington	**State:** Virginia	**Zip:** 22207	**City:** Washington	**State:** DC	**Zip:** 20503

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)
NONE					Est ☐	Est ☐
					Est ☐	Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day.)	**Place of Birth**
1965	**Portland, Oregon**

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**
Cathleen	**Delia**	**Ueland**	

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)
Cathleen	**Delia**	**O'Donnell**			**February 1967** Est ☐	**August 1992** Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	Middle Name	Last Name	Suffix
Stephen	Thomas	Ueland	
Brigid	Elizabeth	Ueland	
Charlotte	Maureen	Ueland	

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 San Francisco	University	8/1984 Est ☐	Present 5/88 Est ☐ ☐	Bachel -or Degree	May 21, 1988
		Est ☐	Present Est ☐ ☐		
		Est ☐	Present Est ☐ ☐		
		Est ☐	Present Est ☐ ☐		

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)
Other Federal Employment	Office of Management and Budget	Senior Adviser and Acting Chief of Staff	Washing ton, DC	Est □ 01/2025	Est □
Self-Employment	Ueland Consulting LLC	President and CEO	Washing ton, DC	03/2021 Est □	12/2024 Est □
Unemployment			Washing ton, DC	01/2021 Est □	03/2021 Est □
Other Federal Employment	Department of State	Senior Official, Undersecretar y for Civilian Security, Democracy, and Human Rights, Department of State	Washing ton, DC	12/2020 Est □	01/2021 Est □
Other Federal Employment	Department of State	Acting Principal Deputy Assistant Secretary, Senior Advisor, Bureau of International Organization Affairs, Department of State	Washing ton, DC	06/2020 Est □	12/2020 Est □
Other Federal Employment	White House	Assistant to the President and Director, Office of	Washing ton, DC	06/2019-06/2020	

		Legislative Affairs			
Other Federal Employment	White House	Deputy Assistant to the President and Deputy Director of the Domestic Policy Council	Washington, DC	04/2019	06/2019
Other Federal Employment	Department of State	Director, Office of U.S. Foreign Assistance	Washington, DC	09/2018	04/2019
Other Federal Employment	Millennium Challenge Corporation	Senior Strategy Officer	Washington, DC	03/2018	09/2018
Other Federal Employment	U.S. Senate Committee on the Budget	Staff Director and Senior Advisor	Washington, DC	06/2013	03/2018
Non-Government Employment	The Duberstein Group	Vice President	Washington, DC	03/2007	06/2013
Other Federal Employment	U.S. Senate Majority Leader	Chief of Staff, Deputy Chief of Staff, Transition Staffer	Washington, DC	03/2003	03/2007
Other Federal Employment	U.S. Senate Rules Committee	Staff Director	Washington, DC	12/2002	03/2003
Other Federal Employment	U.S. Senate Assistant Majority Leader	Deputy Chief of Staff, Chief of Staff	Washington, DC	06/1996	12/2002
Other Federal Employment	U.S. Senate Republican Policy Committee	Policy/Communications Director, Press Secretary, Economist, Editor	Washington, DC	08/1989	06/1996
Non-Government Employment	The American Spectator	Editorial Intern/Staff Assistant	Washington, DC	06/1988	07/1989

(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)
United States Commission on	Commissioner/Vice Chairman	Est 5/22 □	Est Present 1/25□ □

International Religious Freedom			
		Est ☐	Est ☐ Present ☐
		Est ☐	Est ☐ Present ☐

3. Potential Conflict of Interest

(A) Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.
Per Designated Agency Ethics Officer, I have divested myself of stock that might have posed a potential perceived conflict of interest. Beyond that, I am not aware of any potential conflict of interest.

(B) Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.
NONE. In my role as a Commissioner and Vice Chairman of the U.S. Commission on International Religious Freedom I did advocate for the extension of USCIRF legislative authority, which was enacted in September 2024.

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. ***Co-Winner, Saint Thomas More Religious and Conscience Freedom Advocacy Award awarded by the International Catholic Legislators Network, August 2024.***

5. Memberships

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

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such

as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

Name of Organization	Dates of Your Membership (You may approximate.)	Position(s) Held
Knights of Columbus	January 1993	3rd-degree Knight

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
Republican National	Convention Volunteer Staff	Platform Deputy Editor and	07-08 2024;

Committee		Chapter Staff; Rules Committee Staff and Floor Whip Staff	06-07-2016
Volunteer, Trump-Vance 2025 Transition	Volunteer Nominee Sherpa		11-2024-01-2025

(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
National Republican Senatorial Committee	$3,125	2024
National Republican Senatorial Committee	$3,125	2024
National Republican Senatorial Committee	$3,125	2024
National Republican Senatorial Committee	$3,125	2024
Trump 47 Committee	$10,000	2024
Brian Jack for Congress	$1,000	2024
Cole Combined Committee	$1,500	2024
National Republican Senatorial Committee	$3,125	2023
National Republican Senatorial Committee	$3,125	2023
National Republican Senatorial Committee	$3,125	2023
National Republican Senatorial Committee	$3,125	2023
Sarah [Huckabee Sanders] for Governor	$500	2022

7. Publications and Speeches

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

Title	Publisher	Date(s) of Publication
Succession Plan Needs Short- and Long-Term Fixes	Roll Call	June 8, 2009

The Surprising Truth About Senate Obstructionism	The Wall Street Journal	June 3, 2012
It's Time To Bring Back The Budget Committees To The Congressional Budget Process	Roll Call	April 15, 2021
Shelter In The Storm	The Washington Times	March 9, 2023
2025 Is Going To Be Yuuuge, Just Not For The Reasons You Think	The Washington Times	January 16, 2024
Biden's Command and Control Government is Wandering Off Climate Course	The Washington Times	February 27, 2024
Donald Trump: America's Comeback Kid	The Washington Times	July 15, 2024

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

Title/Topic	**Place/Audience**	**Date(s) of Speech**
Presentation to the Government Affairs Committee of the American Hospital Association	Washington, DC/Government relations heads	June ?, 2021
Presentation to the Board of America's Health Insurance Plans	Washington, DC/Company CEO Board Members	September 5, 2024

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

Title	Place/Audience	Date(s) of Speech
Remarks for USCIRF Commissioners, IRF Summit: Plenary 3: IRF and Government Intersections, Prisoner of Conscience Forum	Queen Elizabeth II Conference Center, London/IRF advocates from around the world	June 30, 2022
Remarks for Commissioner Eric Ueland: Film Screening: Others in Their Own Land: The Institutionalized Persecution of the Baha'is in Iran	Freedom House, Washington DC/attendees interested in the issue	September 28, 2022
2022 Falun Gong Rally	Washington Mall, Washington DC/attendees interested in the issue	July 21, 2022
India Briefing: Prisoners of Conscience	Rayburn House Office Building, Washington DC/Attendees interested in the issue	October 19, 2023

8. Criminal History

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

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than $300 and did not include alcohol or drugs.) **NO.**
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official? **NO.**
- Have you been charged, convicted, or sentenced of a crime in any court? **NO.**
- Have you been or are you currently on probation or parole? **NO.**
- Are you currently on trial or awaiting a trial on criminal charges? **NO.**
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation? **NO.**

If the answer to any of the questions above is yes, please answer the questions below for each criminal event (citation, arrest, investigation, etc.). If the event was an investigation,

where the question below asks for information about the offense, please offer information about the offense under investigation (if known).

A) Date of offense:

   a. Is this an estimate (Yes/No):

B) Description of the specific nature of the offense:

C) Did the offense involve any of the following?
   1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: **Yes / No**
   2) Firearms or explosives: **Yes / No**
   3) Alcohol or drugs: **Yes / No**

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

E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official: **Yes / No**

   1) Name of the law enforcement agency that arrested/cited/summoned you:

   2) Location of the law enforcement agency (city, county, state, zip code, country):

F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: **Yes / No**

   1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):

   2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:

   3) If no, provide explanation:

G) Were you sentenced as a result of this offense: **Yes / No**

H) Provide a description of the sentence:

I) Were you sentenced to imprisonment for a term exceeding one year: **Yes / No**

J) Were you incarcerated as a result of that sentence for not less than one year: **Yes / No**

K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated:

L) If conviction resulted in probation or parole, provide the dates of probation or parole:

M) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: **Yes / No**

N) Provide explanation:

9. Civil Litigation and Administrative or Legislative Proceedings

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

Date Claim/Suit Was Filed or Legislative Proceedings Began	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding
Sometime in 2022.	MSPB.	Faris v. Department of State	Hearing/Decision by Hearing Officer.	State Department leadership did not appeal MSPB decision.

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? Please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity. ***NO.***

Date Claim/Suit Was Filed	Court Name	Name(s) of Principal Parties Involved in Action/Proceeding	Nature of Action/Proceeding	Results of Action/Proceeding

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

10. Breach of Professional Ethics

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed. ***NO.***

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

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy? ***NO.***

11. Tax Compliance

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

REDACTED

REDACTED

13. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State). ***NO.***

14. Outside Positions

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

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

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

15. Agreements or Arrangements

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)

16. Additional Financial Data

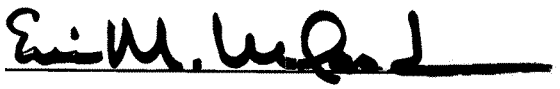
All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

REDACTED

SIGNATURE AND DATE

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



This 24th day of March, 2025

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

REDACTED

March 31, 2025

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

Dear Mr. Chairman:

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

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

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

Sincerely,

SETH JAFFE Digitally signed by SETH JAFFE Date: 2025.03.31 08:16:51 -04'00'

Seth Jaffe
Chief, Ethics Law and Policy Branch

Enclosures REDACTED

March 30, 2025

Jon P. Brazill
Alternate Designated Agency Ethics Official
Office of Management and Budget
725 17th Street N.W.
Washington, DC 20503

Dear Mr. Brazill:

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

SECTION 1 – GENERAL COMMITMENTS

As required by the criminal conflicts of interest law at 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the particular matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me:

- Any spouse or minor child of mine;
- Any general partner of a partnership in which I am a limited or general partner;
- Any organization in which I serve as an officer, director, trustee, general partner, or employee, even if uncompensated; and
- Any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

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

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

I will receive live ethics briefings from a member of the ethics office after my confirmation but not later than 15 days after my appointment pursuant to the ethics program regulation at 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will submit my

Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.

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

SECTION 2 – UELAND CONSULTING LLC

I am the sole proprietor of my consulting firm, which does business as Ueland Consulting LLC. My consulting firm is dormant and has ceased to engage in any business, including the representation of clients. During my appointment to the position of Deputy Director for Management, the firm will remain dormant and will not advertise. I will not perform any services for the firm, except that I will comply with any court orders or subpoenas and any requirements involving legal filings, taxes, and fees that are necessary to maintain the firm while it is in an inactive status. As Deputy Director for Management, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Ueland Consulting LLC. In addition, pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 3 – RESIGNATIONS

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

SECTION 4 – SPOUSAL EMPLOYMENT

My spouse is employed by the Catholic Diocese of Arlington, Virginia, in a position for which my spouse receives a fixed annual salary. For as long as my spouse works for Catholic Diocese of Arlington, Virginia, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on my spouse's compensation or employment with Catholic Diocese of Arlington, Virginia, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). Pursuant to the impartiality regulation at 5 C.F.R. § 2635.502, I also will not participate personally and substantially in any particular matter involving specific parties in which I know Catholic Diocese of Arlington, Virginia, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

SECTION 5 – PUBLIC POSTING

I have been advised that this ethics agreement and the Certification of Ethics Agreement Compliance will be posted publicly, consistent with the public information law at U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other presidential nominees who file public financial disclosure reports.

Sincerely,

Eric M. Ueland

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

I. Nomination Process and Conflicts of Interest

1. Did the President or anyone else give you specific reasons why the President nominated you to be the DDM, and if so, what were they?
No.

2. Were any conditions, expressed or implied, attached to your nomination? If so, please explain.
No.

3. Have you made any commitments with respect to the policies and principles you will attempt to implement as DDM?
No.

   If so, what are they, and to whom were the commitments made?
Not applicable.

4. If confirmed, do you commit to upholding the Constitution and the rule of law?
Indeed.

5. Are you aware of any business relationship, dealing, or financial transaction that could result in a possible conflict of interest for you or the appearance of a conflict of interest?
No.

   If so, please explain what procedures you will use to recuse yourself or otherwise address the conflict. And if you will recuse yourself, explain how you will ensure your responsibilities are not affected by your recusal.
Not applicable.

6. Have you or any organization of which you were an officer, director or owner, or have or had a significant financial interest in been the recipient of any Federal grants, loans, or other financial assistance (such as, but not limited to, Paycheck Protection Program Loans, Economic Injury Disaster Loans, Restaurant Revitalization Grants, etc.) within the past 10 years. If so, please list the program, amount, and date of receipt.
No.

7. Please provide the name of any individual, law firm, consulting firm, lobbying firm, public relations firm, or other entity you have formally retained, contracted, or consulted

with regarding this nomination, including any amounts paid in fees or otherwise.
None.

8. Please describe your role as the Acting Chief of Staff at OMB.
My responsibilities as chief of staff at the OMB are to ensure appropriate questions are brought to the Director and Deputy Director for review, ensure internal cooperative work among the various parts of OMB, and heighten connectivity between OMB and multiple components of the White House, departments, and agencies.

9. What steps have you taken to prepare for the role of DDM at OMB?
Relevant statutes, duties, and informational material have been provided to me by various OMB staff responsible for a variety of DDM responsibilities. If I have the privilege of being confirmed, I look forward to more information being provided to me, as well as the opportunity to work with and learn from predecessors and other management leaders in departments, agencies, and the private sector.

II. Background of the Nominee

10. What specific background, experience, and attributes qualify you to be the DDM?
My ability to understand and frame problems, evaluate and utilize various available tools, build cooperation and collaboration, deliver results, and advocate for solutions and success has been a hallmark of my government service and applicable to the role of DDM.

11. Please describe:

a. Your leadership and management style.
I work collaboratively and cooperatively with others; fully understand the challenges at hand; help shape potential solutions; advocate their adaptation; evaluate successes, make adjustments, and ultimately deliver results; ensure appropriate credit to others; understand how and why the team successfully delivered accomplishments or how I fell short in failure, so as to apply those lessons in the future—all those are aspects of my leadership and management style.

b. Your experience managing personnel.
I have managed political and career workforces since 1998, including their recruitment, training, retention, promotion and career development in multiple roles in the public sector.

c. What is the largest number of people who have worked under your supervision?
During my tenure as Director of the Office of U.S. Foreign Assistance Resources, I led an office of 130-plus people, composing a blended workforce of career civil servants, foreign service employees, and U.S. AID workers. The amount of spending for which I was responsible was approximately $25 billion.

12. What would you consider your greatest successes as a leader?
Developing appropriate skills to lead teams responsible for tackling problems and delivering outcomes I count as my greatest success.

13. What would you consider your greatest failure as a leader? What lessons did you take away from that experience?
When I have been unsuccessful in making the case on a course of action that has resulted in subsequent lack of success is my accountability as a leader. In those instances, I reexamine how decisions I made contributed to the failure, to try to improve my performance going forward.

14. Please give examples of times in your career when you disagreed with your superiors and advocated your position. Describe circumstances in which you were successful and in which you were unsuccessful.
During my service in the executive branch, United States Senate, and private sector, I have posited countless ideas and proposals, some of which have been accepted, others of which were rejected, and many of which triggered discussion and modification to find an optimal outcome. I am generally successful when communicating clearly, remain open to feedback, and have the opportunity to bring others together behind a proposed path to success.

15. Do you seek out dissenting views and encourage constructive critical dialogue with subordinates? Please provide examples of times in your career when you have done so.
Throughout my time in public service and in the private sector I have asked questions, shared perspectives, and learned from answers that have further informed and refined my thinking, even in instances where I might have begun with one view and ultimately concluded another.

16. Please list and describe examples of when you made politically difficult choices that you thought were in the best interest of the country or an organization.
Such instances as a public service staffer in providing advice and counsel to administration officials, Senators, House members, and others were and will remain private.

17. Please describe how you build credibility and trust among staff as a leader.
I generally follow a four-step process of listening, learning, helping, and then leading. By engaging with individuals and groups, educating myself on their perspectives and views, helping build consensus, and ultimately directing a team to outcomes and results and ensuring they receive credit, I have created the best success for the goals outlined by members or administration leaders for whom I have worked.

18. During your career, has your conduct as a government employee ever been subject to an investigation or audit by the Office of Special Counsel, Department of Justice, agency Equal Opportunity office or investigator, agency Inspector General, a Congressional

ethics committee, or any other similar federal, state, or local investigative entity? If so, please describe the nature of the allegations/conduct and the outcome(s) of the investigation(s) or audit(s).
The Merit Systems Protection Board in 2023 reviewed a claim against political appointees of the previous administration, and the Department's political leadership accepted the recommendation of the MSPB.

19. Please describe any experience you have related to labor-management relations, working with labor unions, or collective bargaining.
During my previous tenure at the Department of State, I worked with employees governed by Foreign Service, Civil Service, and USAID workforce rules, and labored hard to ensure my stewardship of the roles I was assigned brought the best outcomes forward on behalf of the priorities identified by the President and Secretary of State.

20. Please describe your role as Staff Director on the Senate Budget Committee.
My responsibilities included overseeing a staff to draft, move, and negotiate budget resolutions through the Congress, support any identified reconciliation processes, discern and work to enforce appropriate budget discipline, organize and execute Committee hearing topics and witnesses, share information and serve as a resource, oversee Committee communications and advocacy, and explore opportunities to work with Senators and staff on behalf of shared goals.

21. Please describe your role at the State Department's Office of Foreign Assistance Resources.
As director of the Department of State's U.S. Foreign Assistance, I oversaw staff in drafting budgets for the Department and USAID, ensuring expenditures were in alignment with policy priorities of the President and Secretary of State and law, protecting the integrity of expenditures and supporting the workforce at F during a government shutdown and upon reopening, and providing the President and Secretary appropriate funding tools to accomplish their foreign policy goals.

22. Please describe any experience you have developing or implementing employee telework policies.
When I returned to the Department of State in June 2020, remote policies were already in effect. If I have the privilege of confirmation and the issue of telework arises due to responsibilities of the DDM, I look forward to understanding the challenges at hand and working to find policy solutions that are consistent with the President's priorities.

III. Role of the DDM

23. Please describe your view of the core mission of the DDM and what you would consider to be your primary role and responsibilities if confirmed.
Beyond executing the significant responsibilities assigned to the Deputy Director from various statutes, I believe the role of the DDM is to identify problems that can impede the best use of taxpayer dollars and work to recommend solutions.

24. Please describe your understanding of the authorities of the DDM and how those authorities facilitate the core mission of the office.
The authorities for the DDM stem from responsibilities primarily assigned it by several Federal laws since the DDM was created in 1990. Through an integrated management structure under the DDM, along with OMB's internal coordination between budget and management teams, and the various Councils to which the DDM and others are assigned all contribute to facilitating the mission of the DDM.

25. What do you anticipate will be your greatest challenges as DDM, and what will be your top priorities?
While taking nothing away from current responsibilities, delivering on President Trump's agenda of a government fit for purpose in the 21st century will be a significant undertaking, and a top priority.

What do you hope to accomplish during your tenure?
Ensuring that the Management aspect of OMB is a strong and powerful partner with departments and agencies in achieving the President's vision of a Federal government fit for purpose in the 21st century would be a significant accomplishment during my tenure.

26. How do you view the role and responsibilities of the OMB DDM in relation to:

a. The Office of Personnel Management?
I believe the OMB DDM and the OPM work together in partnership on responsibilities assigned to both of them, and if I have the privilege of being confirmed I look forward to working closely with OPM to implement the President's agenda.

b. The heads of other federal agencies?
I believe OMB DDM finds its parternships in Federal Departments and agencies primarily in the management of financial, human resources, and e-gov responsibilities assigned to the OMB and throughout the government. If I have the privilege of confirmation, I will look to structure relationships with the appropriate partners at Federal departments and agencies, based on law and practice.

27. If confirmed, what would your priorities be as Chair of the Program Management Policy Council?

Based on briefings by relevant OMB staff, this forum for interagency cooperation on improving program and project management works to identify improvements for programs identified as high-risk by the GAO. If confirmed, I look forward to a full briefing on the duties and responsibilities of both the DDM and the Council, and exploring ways to ensure swifter action to fix flawed programs and projects.

28. How do you anticipate you will work with the United States DOGE Service?
If I have the privilege of confirmation I look forward to building a strong and durable partnership with the U.S. DOGE Service to frame and execute the President's priorities to better serve the American public.

IV. Policy Questions

29. What measurements would you use to determine whether OMB is successful?
Ensuring that OMB acts in a timely and transparent manner on the roles assigned to the DDM will be my measure of OMB success.

30. If confirmed, how will you ensure OMB is positioned to succeed beyond your tenure as DDM?
I will not presume on the authorities of the Director to speak to OMB's positioning for success, but if assigned by him will take on any duties in this regard.

What steps will you take to prepare the office for future presidential transitions?
Any statutory and duties assigned by the Director for future presidential transitions I will take on.

31. What do you consider to be the principal challenges in the area of human capital management facing the DDM?
Ensuring the highest caliber mission-aligned indviduals are recruited or retained to deliver results to the American people is the principal challenge area of human capital management facing the DDM.

32. How will you address the challenge of recruiting, hiring, training, and retaining the necessary personnel?
By identifying critical needs, understanding and refining appropriate job descriptions, working to simplify recruitment and onboarding, ensure clear goals and measurable alignment with the President's Management Agenda, and deliver outcomes to the American people and feedback to administration employees about success and opportunities to do better.

33. If confirmed, how will you ensure a more efficient and productive federal workforce?
I look forward to learning more about the tools and opportunities to build and retain an efficient and productive 21st century American government workforce if I am confirmed.

34. The DDM is the Chief Performance Officer. What metrics do you think matter most when assessing the performance of agencies and the government as an enterprise?
Looking for and ensuring clear and measurable goals that are transparent to the workforce and the public serve as the foundation of my approach. If I have the privilege of confirmation, I look forward to developing more specifics with departments, agencies, and other colleagues.

35. If confirmed, do you expect to interact with agency CFOs in your role?
I do.

36. If confirmed, do you plan to develop and publish the President's Management Agenda?
I do.

37. Do you support greater transparency regarding how federal taxpayer dollars are spent?
I do.

38. What role does OMB play in regards to the federal government ownership or leasing of buildings?
We currently have responsibility to identify all Federal properties and leases and assess their efficacy as we work with the GSA. If confirmed, I look forward to both learning more about how we conduct this assessment, and opportunities for both more information, and recommendations about the appropriate Federal footprint in the 21st century.

39. If confirmed, what steps would you take to ensure that federal procurement at agencies is free from conflicts of interest?
If I have the privilege of confirmation I look forward to reviewing current specific laws and policies guarding against conflicts of interest, and if there are changes to recommend then make them.

40. Do you consider the reports, analysis and data produced by the Congressional Budget Office to be reliable? If not, why not?
If I have any views on CBO, they are not relevant to my possible role as DDM.

41. Please describe the role technology can play in making the federal government more efficient.
I am hopeful that the 1990s boom in productive, efficiency, and results we experienced as personal computing entered and spread throughout the workplace can be repeated with the appropriate use of artificial intelligence to enhance public understanding and accessibility to appropriate government programs; allow government leaders and managers to identify challenges and construct solutions; and play a role to ensure a less costly and more effective Federal government.

42. In your role as DDM, how will you interact with the Inspector General community?
If I have the privilege of confirmation as DDM, I anticipate interaction with the

Inspector General community through the DDM's role as chairman of the Council of the Inspectors General on Integrity and Efficiency. Were the Senate to confirm me to the DDM position, I look forward to a full briefing about the roles and responsibilities of the Council and the DDM as chairman.

V. Accountability

Whistleblower Protections

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

    a. Please describe any previous experience with handling whistleblower complaints. What steps did you take to ensure those individuals did not face retaliation and that their claims were thoroughly investigated?
    During my time at State in 2020, filed whistleblower complaints made known to me were appropriately referred for review.

    b. If confirmed, what steps will you take to ensure that whistleblower complaints are handled appropriately at OMB?
    If confirmed, I look forward to a full briefing on the OMB whistleblower process and understanding my responsibilities to ensure I do my best job in handling any duties about whistleblower complaints at OMB.

    c. If confirmed, what steps will you take to ensure that whistleblowers at OMB do not face retaliation, that whistleblower identifiers are protected, and that complaints of retaliation are handled appropriately?
    If confirmed, I look forward to a full briefing on the whistleblower process and understanding my responsibilities to ensure I do my best job in handling any duties about whistleblower complaints at OMB.

Cooperation with Inspectors General

44. Inspectors General (IGs) face unique obstacles as they do their work, including budget challenges and disputes with agency heads over access to information. How do you view OMB's relationship with various Offices of Inspectors General (OIGs)?
    The DDM serves as the Chairman of the Council of the Inspectors General on Integrity and Efficiency. If confirmed, I look forward to a briefing about the full role and responsibilities of the DDM with the chairmanship of the Council, to ensure I do my best job in handling the needs of the Inspector General community.

45. Under what circumstances, if any, do you believe OMB would not be required to provide any OIG with timely access to agency records?
    If I have the privilege of being confirmed and the issue arose, I would anticipate a full briefing on the matter from the OMB Office of General Counsel.

46. If confirmed, do you commit to fully cooperate in a timely manner with any audits, investigations, and other reviews and related requests for information from IGs?
If I have the privilege of being confirmed and the issue arose, I would anticipate a full briefing on the matter from the OMB Office of General Counsel so as to best respond to any such inquiries.

Cooperation with GAO

47. If confirmed, do you commit without reservation to ensuring GAO receives timely, comprehensive responses to requests for information, including for records, meetings, and information?
Yes, subject to the advice of legal counsel and directions of the Director.

48. If confirmed, do you commit to fully cooperate in a timely manner with any audits, investigations, and other reviews and related requests for information from GAO?
Yes, subject to the advice of legal counsel and directions of the Director.

49. If confirmed, what steps will you take to ensure OMB and its employees cooperate fully and promptly with GAO requests?
I will conform to the Director's agency-wide policy of being personally apprised of every GAO request.

VI. Relations with Congress

50. Do you agree without reservation to comply with any request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed?
Yes, subject to the advice of legal counsel and directions of the Director.

51. Do you agree without reservation to make any subordinate official or employee available to appear and testify before, or provide information to, any duly constituted committee of Congress if you are confirmed?
Yes, subject to the advice of legal counsel and directions of the Director.

52. Do you agree without reservation to comply fully, completely, and promptly to any request for documents, communications, or any other agency material or information from any duly constituted committee of the Congress if you are confirmed?
Yes, subject to the advice of legal counsel and directions of the Director.

53. If confirmed, how will you make certain that you will respond in a timely manner to Member requests for information?
I will conform to the Director's agency-wide policy of being personally apprised of every Member request for information.

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

Yes, subject to the advice of legal counsel and directions of the Director.

55. If confirmed, will you keep this Committee apprised of new information if it materially impacts the accuracy of information your agency's officials have provided us?
Yes, subject to advice of legal counsel and directions of the Director.

VII. Assistance

56. Are these answers completely your own?
Yes.

If not, who has provided you with assistance?
Not applicable.

57. Have you consulted with OMB, or any other interested parties?
Yes, I have consulted with OMB staff.

If so, please indicate which entities.
Not applicable.

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



This 31st day of March, A.D. 2025,
and in the year of our nation, the 248th.

Senator Joni K. Ernst
Post-Hearing Questions for the Record
Submitted to Eric M. Ueland

Nominations of Scott Kupor to be Director, Office of Personnel Management, and Eric M. Ueland to be Deputy Director for Management, Office of Management and Budget
Thursday, April 3, 2025

1. Some studies suggest that for every $1 billion Washington spends, $102 million is wasted, as projects go over budget, get delayed, or fail to meet goals. Implementing the most basic performance standards—things like scopes and goals for projects—could have saved taxpayers hundreds of billions of dollars last year. In the DOGE Caucus, we are focused on making sure taxpayers see the best return on investment we can get for them. So, when agencies ignore, miss, or establish excessively long deadlines, what can OMB do to hold agencies accountable?
President Trump is energy in the executive, and to reflect his mandate any tools OMB has to drive completion but which have been unused for far too long will be utilized if I am confirmed. As well, I intend to work closely with this Committee to consider appropriate statutory changes to make deadlines meaningful again.

Ranking Member Gary Peters
Post-Hearing Questions for the Record
Submitted to Eric Ueland

Nomination of Eric Ueland to be the Deputy Director for Managements, Office of Management and Budget
Thursday April 3, 2025

1. In your current role at OMB, were you involved in the decisions on firing probationary period employees at OMB? **In my role as acting chief of staff, I worked with staff to assemble information about probationary employees, worked to understand both executive guidance and court decisions, and ensure action as appropriate.**

    a. How many probationary period employees did OMB fire and for what reason? **Two, in accordance with guidance.**

Workforce

2. If confirmed, what will your top priorities be for OMB's Personnel and Performance Management Office? **My priorities will be to implement the President's agenda to implement merit-based and reform policies for the Federal workforce, and improve the performance and evaluation functions throughout the Federal government.**

3. Do you believe that the President has the authority to conduct a reduction-in-force to eliminate a whole agency that has been authorized by Congress? **I believe the President always has and always will act within the law.**

4. Do you believe the President has the authority to eliminate or terminate an agency, or an agency's components that Congress has authorized or created?

    a. Do you believe the President has the authority to eliminate the Department of Education?

    b. Do you believe the President has the authority to eliminate USAID?

    c. Do you believe the President can transfer the functions of offices, agencies, or agency components to another agency without the permission of Congress?

    I believe the President always has and always will act within the law. Where there are multiple laws related to a variety of authorities and functions for departments and agencies, I will seek a full briefing from the Office of General Counsel at OMB.

5. Will you honor and advise other agencies to honor the collective bargaining agreements already in place, if confirmed?

a. Do you commit to honoring collective bargaining agreements between federal unions and their employing agencies and encouraging agencies to negotiate on contracts with unions in good faith? **I commit to honoring enforceable collective bargaining agreements, subject to the advice of the Office of General Counsel.**

b. Do you support the President's recent efforts to expand the use of national security exemptions under the Civil Service Reform Act to remove collective bargaining rights for federal employees? Please explain. **Congress provided the President authority to exclude agencies from collective bargaining where there is a primary function related to national security and when collective bargaining requirements were inconsistent with national security requirements and considerations.**

6. Do you commit to honoring the requirements of the Civil Service Reform Act? **Subject to advice from the Office of General Counsel and direction of the Director, yes.**

7. Do you think input from federal unions is valuable for working toward agency management and performance goals? Would you plan to engage with them as DDM?

   a. Do you believe that federal unions have "declared war" on the government? Please explain your reasoning.
   I believe we have a unique opportunity to reform the government for the betterment of the American taxpayer and many voices, including unions, can play a role in this transformation.

8. On February 26, 2025, OMB and OPM released a memorandum providing agencies with guidance on how to begin reductions in force (RIFs) and agency reorganization plans (collectively ARRP).

   Under your leadership if confirmed, will OMB consider and ensure other agencies consider the following impacts of ARRPs related to agency performance? If so, please elaborate on how OMB will consider each of the following topics:

   a. Continuity of agency services and responsibilities.

   b. Preexisting mission-critical skills gaps.

   c. Workforce succession planning.

   d. Agency functions that require highly specialized skills and extensive training.

   e. Changes to agency reliance on contractors and associated costs.

   Yes. The President has made clear his vision for reforming the government should result in better service to the taxpayer, and all those

could play a role in reviewing agency performance. I look forward to a full briefing on the tools and opportunities to measure service impacts and opportunities not just for the public sector, but opportunities for improvements for the private sector too, if I am confirmed.

9. What impact do you think mass layoffs of probationary employees and RIFs will have on agency operations? Likewise, do you believe will they impact employee morale? **I believe large change like this can be challenging; however, we can implement these reforms to better serve the taxpayer.**

10. If confirmed, how would you plan to have OMB track the impact of major personnel actions like the deferred resignation program, mass layoffs of probationary employees, widespread use of administrative leave, and large-scale reductions in force on agency budgets, performance, and service delivery? **OMB routinely engages in oversight of agencies and, if confirmed, I would utilize those routine processes.**

11. Do you think administrative leave—in which employees are paid not to work—should last for more than 10 work days, despite the 10-day cap enacted through the Administrative Leave Act of 2016? **The use of administrative leave is a critical tool as agencies right-size their workforce. Agencies leveraged their discretion in using this tool to execute the President's agenda.**

12. What is your opinion about the administration's deferred resignation program that about 3% of the federal workforce accepted?

    a. Do you believe the deferred resignation program was lawful? If so, under what authority?

    b. What impact do you think it will have on agency operations?

    c. Will you commit to promptly sending this Committee—both the majority and minority offices—records and information requested on the scope and impact of the deferred resignation program at OMB?

    I believe agencies are utilizing many of the statutory tools available to them to enact reforms to eliminate excess and waste with the goal of a more efficient government for the taxpayer. As I testified, I am willing to engage with the Committee if confirmed.

13. In your view, would making the civil service at-will have an effect on agency personnel turnover during presidential transitions? **If confirmed, I would look forward to a briefing on the matter if this hypothetical situation were to arise.**

14. How would you describe the difference between nonpartisan career civil servants and political appointees? What federal personnel laws, rules, or practices ensure nonpartisan roles can stay nonpartisan regardless of which President is elected to office?

a. What do you think is an appropriate ratio of nonpartisan career civil servants to political appointees at OMB and governmentwide (approximately)?

Political appointees are meant to serve in a policy-making capacity, while career civil servants were envisioned as technical and subject matter experts to provide advice to policy officials. In statute, Congress has defined ratios and caps for career and non-career Senior Executive Service officials.

15. How do you define "merit" for purposes of evaluating an employee's performance and for hiring purposes? **Merit means that the employee or candidate is assessed solely on their ability to adequately perform the function required for their position, and on that ability alone.**

16. Do you believe the public and Members of Congress should have visibility into the processes that agencies use to hire and fire federal personnel? **Yes.**

17. Special government employees (SGEs) are not permitted to work more than 130 days in a 365 day period. Do you commit to ensuring that SGEs do not perform work that exceed this cap? **I commit to following the law.**

18. Each year, OPM conducts the Federal Employee Viewpoint Survey (FEVS). This serves as an important tool for measuring employee morale across the government.

a. Do you think FEVS data should be used to inform management decisions, both at OMB and government-wide? **If confirmed, I look forward to understanding any use that might be made of the FEVS if it continues to be conducted.**

b. On February 28, 2025, OPM announced that it is indefinitely delaying this year's FEVS, typically conducted each May. Would you encourage and support the administration of FEVS before the end of this fiscal year?

If confirmed I will engage with OPM to understand the reasoning behind the indefinite delay.

Management

19. The federal government has struggled for years to get good, timely data about performance. What do you envision doing differently?

a. How do you envision building strong feedback loops between policy and evidence, and what will you do when evidence shows that a given policy did not function as intended? **I am committed to improving the performance of the Federal government by driving improvements at agencies to their**

management systems and processes on the collection and use of high quality, timely data to support decision-making that delivers improved results.

b. What do you expect to set as the priorities for the performance function at agencies? **If confirmed, a priority for me will be tying performance functions to agency priorities, and improving performance data to enable increased efficiency for the taxpayer and better decision-making by agency leadership.**

2. In February, Director Vought published "Guidance on Agency RIF and Reorganization Plans Requested by *Implementing The President's "Department of Government Efficiency."* The memo states that "Agencies or components that provide direct services to citizens (such as Social Security, Medicare, and veterans' health care) shall not implement any proposed ARRPs until OMB and OPM certify that the plans will have a positive effect on the delivery of such services."

   a. If confirmed, how would you recommend OMB make such certifications, and which criteria, evidence, and data would you rely on to make such certifications? How would you monitor their effects once implemented? **Delivering better service to the American people is a first principle of the Agency RIF and Reorganization Plans. These plans are an essential tool to ensure that service delivery will no longer be impaired by a bloated bureaucracy and sluggish processes. OMB will follow and apply the guidance provided in the memo with respect to the criteria and certifications on delivery of services.**

   b. If OMB makes such a certification and then an "ARRP" is later determined to have a negative effect on service delivery, how would you recommend OMB approach this situation and its prior certification? **OMB is partnering with OPM and agencies to prioritize service delivery to the American people. OMB and OPM will continue to provide feedback to agencies and monitor their progress as a part of our regular oversight functions.**

   c. If confirmed, do you commit to briefing the Committee and making public the criteria and monitoring process you will use? **As I emphasized in my testimony, if confirmed, I intend to be in frequent communication with this Committee.**

3. The Foundations for Evidence-Based Policymaking Act directed agencies to build and use evidence to improve the quality and efficiency of programs.

   a. How do you envision agencies using evidence to make decisions? **As a government we need to collect better data to enable better, actionable decision-making.**

   b. What role should agency Learning Agendas play in improving agency performance and efficiency? **Agency Learning Agendas should reflect the agency head's priorities to build evidence that will produce timely, useful results. Agency heads should use those results to identify and cut wasteful**

spending and improve agency performance.

c. Recent reductions in force have targeted agency evaluation functions, including at OPM and USAID. Do you believe these cuts reduce the quality and efficiency of agency programs and decision-making? Please explain. **All agencies will need to more effectively leverage the skills of their high-performing personnel to produce actionable evidence aligned to the Administration's top priorities on behalf of the taxpayer.**

4. What is the right role for CxO Councils (i.e., CFO, CAO, CHCO, CIO, etc.) to play in the management ecosystem in government? How do you expect to use these communities? **In addition to generating coordination and collaboration across agencies, councils allow OMB to communicate and reinforce the Administration's priorities and statutory requirements to agencies. If confirmed, I will use the councils to collaborate with agencies to improve outcomes for the taxpayer.**

5. In 2022, you wrote a post encouraging the State Department and other agencies to conduct an "infowar" of "organic, loosely directed empowerment of an aggressive social media effort" to support Ukraine after its invasion by Russia.

   a. Do you believe the government should use organic, state-directed social media campaigns to advance policy objectives? **If confirmed I look forward to a full briefing on the DDM's role, if any, in this area.**

   b. Please explain your comments and whether you still support this statement? **If confirmed as DDM and directed to act in such regard, I will work with appropriate policymakers to take the direction of the President, following briefings from the Office of General Counsel and direction of the Director.**

6. Are there any government management decisions made by the current Trump Administration or OMB that you would have done a different way, if given the opportunity to do them over again? **No.**

7. How do you believe the federal government can reduce improper payments, while continuing to deliver accurate payments to the correct recipients? **The President signed an Executive Order, "Protecting America's Bank Account Against Fraud, Waste, and Abuse" that requires pre-payment verification and enforces the use of existing tools that are currently underutilized, such as the Department of the Treasury's Do Not Pay system. If confirmed, I will help agencies implement this order responsibly to reduce fraud and improper payments and ensure the American people receive the government services they deserve.**

8. Can you please describe how you intend to implement the President's executive order entitled "Protecting America's Bank Account Against Fraud, Waste, and Abuse"? **If confirmed, I will partner with the Department of the Treasury to effectively implement the President's Executive Order. I would work to provide agencies with**

clear guidance and direction and invite them to partner with us closely to decrease operational risks, increase transparency, accountability, and financial integrity.

9. Can you please describe your definition of what constitutes fraudulent spending? Can you please describe your definition for spending that constitutes wasteful spending? **The Federal government is too large and too inefficient. Bad actors take advantage of lax internal controls and the scale of financial transactions to and from the America's Bank Account (the General Fund). Fraudulent spending constitutes misuse of funds through actions that exploit the means of receiving a payment from the Federal government and any ineligible payments from the General Fund.**

10. Do you support the federal government having greater transparency regarding how taxpayer dollars are spent, including by making taxpayer dollars spent using Other Transaction Authority or intragovernmental transactions public? **I strongly support improving transparency with respect to how all taxpayer dollars are spent. If confirmed, I would partner with Congress on this work and would welcome ongoing engagements on the best ways to capture Other Transaction Authority and intragovernmental transactions in public reporting.**

11. How would you improve the quality and completeness of data required to be posted on USASpending.gov? **I believe that effective transparency of Federal spending is dependent on reliable, accurate, and complete data. If confirmed, I would partner with the Department of the Treasury on making improvements to USASpending.gov, in concert with the implementation of the President's executive order to track agencies' financial information in greater detail.**

12. Do you intend to make updates to the Uniform Grants Guidance (2 CFR 200)? If so, what changes? **If confirmed, I will work to ensure that Federal grant dollars are used as efficiently and effectivity as possible. As part of that process, I would work with OMB staff to determine if changes to the Uniform Grants Guidance are necessary to better align it with the principles of transparency, accountability, and fiscal responsibility.**

13. Government service providers like the Social Security Administration, TSA, and the State Department passport office collect data on critical service delivery metrics, including on topics like customer application wait times, contact center hold times, and customer satisfaction with their experience.

    a. If confirmed, will you commit to continuing to collect and make public these and other existing performance metrics? Do you believe OMB should collect and publish any other types of service delivery metrics? **I believe across government we need better data to enable actionable decision-making. If confirmed I will look to utilize data to inform decisions.**

    b. How would you use these insights to improve government services and notify Congress and the public of service delivery challenges? **If confirmed, I intend to**

assess the implementation and effectiveness of government service delivery and update Congress, as I testified during my confirmation hearing.

c. Will you commit, if confirmed, to updating this Committee about how OMB plans to address service delivery challenges? **Yes.**

Procurement

14. With the Administration's move to centralize contracting at GSA for some agencies, how do you expect to track GSA's performance to ensure agencies are getting what they need, if confirmed? What will you do if it doesn't work? **If confirmed, I expect to work very closely with GSA leadership, both directly and through the Office of Federal Procurement Policy, to ensure that we are delivering on the President's vision for saving taxpayer dollars and delivering the best possible services for the American people and streamlining government while reducing fraud, waste and abuse.**

15. Can you describe what role the Office of Federal Procurement Policy (OFPP) should play at OMB and across government? **OFPP plays a critical role in leading efforts to shape governmentwide acquisition policy. OFPP leadership will be essential to delivering on the President's vision for maximizing value for the taxpayer and streamlining government while reducing fraud, waste and abuse.**

16. What are your top priorities for OFPP? **If confirmed, I would work with OFPP to ensure it is meeting its statutory responsibility to promote economy, efficiency and effectiveness through its governmentwide policies. I would also work to ensure OFPP is effectively implementing the procurement-related policies in the President's Executive Actions.**

17. How would you plan to build capacity within the Made in America Office? What measures steps would you take to strengthen domestic sourcing for products that the federal government purchases? **The Made in America Office's role includes coordinating Federal government efforts to build a resilient industrial base and bring manufacturing back to the United States. This means ensuring there is sufficient staff to thoroughly evaluate proposed waivers of Made in America laws, but also ensuring there is capability within the Made in America Office to coordinate Federal efforts to address supply chain gaps and incentivize private sector investment in critical industries.**

18. What policies would you support to reduce barriers for small businesses in the procurement process? **If confirmed, I would work to ensure that OFPP aggressively pursues efforts to reduce barriers to entry, such as by streamlining and simplifying procurement processes and eliminating unnecessary and costly regulations.**

19. Do you believe there would be any conflicts of interest with Elon Musk participating in contracting decisions or setting federal procurement policymaking?

a. Can you commit to ensuring that Elon Musk is not involved in federal procurement policy for which he or his companies have a financial interest?

The actions identified in this hypothetical are not consistent with my current understanding of Elon Musk's role as an advisor to the President and special government employee.

20. M-19-16 established a goal of establishing and consolidating shared services across the government, like creating a central marketplace of vetted services for grants management systems at HHS. President Trump called for further consolidation of financial management transactional systems in a March 27 Executive Order.

a. What is your view on the appropriate role of shared services and their marketplaces? **Shared Services are an opportunity for the government to use proven, effective solutions for more than one agency, which creates efficiency in cost for taxpayers and service improvements for customers. Shared Services are a business model that will enable us to dramatically improve how government agencies perform common operations.**

b. If confirmed, what are your plans for shared services use across the government? **President Trump has clearly articulated his vision for streamlining government and reducing fraud, waste, and abuse. If confirmed, Shared Services is one strategy that I intend to leverage to meet that goal.**

c. Do you have plans to direct agency use of standardized offerings available in the grants, human resources and cyber security marketplaces administered by the Grants Quality Service Management Office, the HR Quality Service Management Office, and the Cyber Security Quality Service Management Office, respectively? **If confirmed, I would work with the OMB staff to direct agencies, as appropriate, to implement current policy such as M-19-16 Centralized Mission Support Capabilities for the Federal Government, which directs agencies to coordinate their actions for the adoption of Shared Services. Consolidating systems and adopting Shared Services is one way in which we will fulfill President Trump's promise of streamlining and modernizing government.**

Budget

21. OMB recently paused all federal financial assistance, a move which has been temporarily blocked in court. Despite recent orders to unfreeze federal financial assistance, many grants and loan programs continue to be frozen.

a. Did you have any role in this decision as Acting Chief of Staff at OMB? Please explain. **No.**

b. Do you believe that the President has the authority to cancel or indefinitely pause such grants and loans? Please explain and provide any relevant statutory or legal authorities. **I would look forward to a full briefing from the Office of the General Counsel on such a matter.**

c. When you were managing foreign assistance at the State Department, did you oversee any blanket funding freezes? **In March 2019, funding was paused for certain aid accounts to Honduras, El Salvador, and Guatemala.**

d. Do you believe that broad-based, immediate funding freezes demonstrates responsible stewardship of taxpayer dollars? **Expenditures held for review and possible cancellation through Constitutional and statutory mechanisms provides the chance for savings to the taxpayer, in alignment with the President's promises and policies.**

22. Do you believe the President has the constitutional authority to withhold or impound funds which Congress has appropriated for a specific purpose? Please explain. **I will not engage in this hypothetical but look would forward to a full briefing from the Office of General Counsel on such a matter.**

23. Do you believe the Impoundment Control Act is unconstitutional? Please explain. **President Trump ran on restoring impoundment authority, which presidents have utilized effectively for nearly 200 years to help prevent waste, fraud, and abuse. I support the President's view on that. If confirmed, I will faithfully uphold the Constitution and the laws of the United States. I will follow the advice of legal counsel, and ultimately the President, with respect to this matter.**

24. Do you believe the President has the power to withhold or impound funding for mandatory programs? Please explain. **For many years, the President has expressed his adamant support for mandatory programs like Medicare and Social Security, and I expect he will continue to strongly support those programs throughout his second term in office.**

25. Do you believe the President has the power to withhold or impound funding under formula grants, where Congress has clearly required the expenditure of a particular amount? Please explain. **President Trump ran on restoring impoundment authority, which presidents have utilized effectively for nearly 200 years to help prevent waste, fraud, and abuse. I support the President's view on that. If confirmed, I will faithfully uphold the Constitution and the laws of the United States. I will follow the advice of legal counsel, and ultimately the President, with respect to this matter.**

26. Do you believe that performing keyword searches of program titles and summaries to identify waste, fraud, abuse, and inefficiency in government spending is a legally valid, evidence-based approach? If so, please describe your legal reasoning. If not, what processes would you use? **I do when done in accordance with applicable law. Such actions can be a necessary step in fully scrutinizing the costs and impacts of Federal**

programs.

27. Do you commit to honor the authority for independent agencies to submit budgetary requests directly to Congress outside of the normal OMB review process (budget bypass authority)? **If confirmed, I will faithfully uphold the Constitution and the laws of the United States. I will follow the advice of legal counsel, and ultimately the President, with respect to this matter.**

a. Will you commit to ensuring that neither OMB nor anyone else in the executive branch will retaliate or otherwise target or punish an agency that exercises this authority? **I am not aware of any directive to or by OMB, or from anyone else in the executive branch, about retaliating, targeting, or punishing anyone. I look forward to fully executing my duties as DDM with honor and integrity if confirmed**.

28. Director Vought committed to HSGAC during his confirmation that OMB would continue to publish all of the budget data that it had historically made public, including apportionments. The Consolidated Appropriations Acts of 2022 and 2023 requires that OMB post all apportionments on a public website. OMB recently removed its website that publishes apportionments.

Why did OMB recently take down the public apportionment database? Please explain how its removal does not violate the provisions that Congress passed in the Consolidated Appropriations Acts of 2022 and 2023. **In a letter to the leaders of the Appropriations Committees, following legal analysis, the Director upon advice of the Office of General Counsel determined "OMB can no longer operate and maintain the database system because it requires the disclosure of sensitive, predecisional, and deliberative information. By their nature, apportionments and footnotes contain predecisional and deliberative information because they are interim decisions based on current circumstances and needs, and may be (and are) frequently changed as those circumstances change. Such disclosures have a chilling effect on the deliberations within the Executive Branch, and these disclosure provisions have already adversely impacted the candor contained in OMB's communications with agencies and have undermined OMB's effectiveness in supervising agency spending. Moreover, apportionments may contain sensitive information, the automatic public disclosure of which may pose a danger to national security and foreign policy." Prior to the database, OMB and Congress engaged in an accommodative process over apportionments, and I see no reason why that cannot resume.**

a. Do you commit to restoring OMB's apportionment database? **I will follow the direction of the Director.**

b. Do you commit to ensuring that all other budget information and data, including apportionments, SF-133, historical budget tables, monthly treasury statements, and data on USASpending.gov continue to publicly published and free from any manipulation or distortion? **I will follow the direction of the Director, who has**

made no assertions about withholding, manipulating or distorting data.

29. OMB has issued multiple apportionments for the U.S. DOGE Service (DOGE). What is DOGE's current operating budget, and under what authority has that budget authority been provided?

    a. If DOGE is funded (including partially) with interagency agreements or payments, please provide information about which agencies have such agreements and at what level those agencies are reimbursing DOGE.
    I have no access to details relating to the appointments or funding of DOGE. If confirmed and appropriate, I look forward to a full briefing on such details, and subject to the Office of General Counsel and instruction of the Director those details being shared.

Cybersecurity, Artificial Intelligence, and Information Technology

30. Do you believe that current privacy protections and data security requirements unduly constrain agency operations? If confirmed, how would you ensure Americans that their privacy is protected and that their data in government systems is safe? **The balance of safeguarding privacy while still allowing operations to run efficiently and securely is top-of-mind. OMB OFCIO is focused on managing all cybersecurity policy across government as a unified effort to share best practices and lessons learned.**

31. Do you intend to provide any new guidance or memos to agencies about data quality, data sharing and protecting privacy in light of recent executive orders, including Executive Order 14243 Stopping Waste, Fraud, and Abuse by Eliminating Information Silos? **If confirmed, I will prioritize protecting privacy while advancing the Executive Orders efforts to eliminate silos and better utilize data across the Federal government.**

32. What do you believe are the most significant cybersecurity threats to federal agencies? **We face numerous threats including targeted attacks by sophisticated nation-state actors, our dependency on third party providers, and coordination challenges across the enterprise.**

33. If confirmed, what would be some of your initial priorities for improving the cybersecurity of OMB and the federal enterprise? Are there specific guidelines or directives that need to be updated? **If confirmed, I would prioritize efforts to make us faster, more adaptive, and more responsive to our threat environment, but ultimately we need to get ahead of the threat. If confirmed, I will work with federal partners and through policy to harden new and modernized systems and refresh the culture of cybersecurity across the government to a unified Enterprise defense effort.**

34. OMB plays a significant role in the annual evaluations of the information security programs at each federal agency set out under the Federal Information Security

Management Act (FISMA). Do you believe there are updates to FISMA needed to ensure the effectiveness of our agency information security policies and practices? **The information security landscape evolves quickly and it remains important to incorporate a risk-based approach throughout to optimize use of resources and, if confirmed, I will look at FISMA carefully to determine if there are opportunities to provide better outcomes for the taxpayer.**

35. OMB's Guidance for Regulation of AI Application (M-21-06) released during the first Trump Administration states that "AI applications could pose risks to privacy, individual rights, personal choice, civil liberties, public health, safety, and security that must be carefully assessed and appropriately addressed." If confirmed, would you continue to uphold and promote policies that ensure these risks are appropriately addressed? **Yes. Recently issued OMB guidance takes these concerns into account, and specifically addresses high-impact AI use cases.**

36. Please describe your views regarding the use of AI to replace federal positions. Are there federal functions or positions that you believe cannot be performed by AI and must be performed by a federal employee? **AI has tremendous opportunity to increase the efficiency of the federal workforce, including opportunities to ensure that workers are doing work of the highest value by off-loading more menial tasks to tech-based solutions.**

37. What steps will you take to end any illegal access to federal systems or uses of federal data and to ensure DOGE protects data and does not break any laws related to privacy or cybersecurity? **I am unaware of any activity by DOGE that breaks the law, and if confirmed commit to following the law.**

38. What steps do you plan to take to ensure the new FedRAMP government-wide approach is effective and minimizes disruption to vendors and delivery of government services? **OMB OFCIO and OFPP are working closely with GSA to enhance the FedRAMP process, including analysis of comments from the public and best practices shared by industry. If confirmed I will engage in this effort to create a more effective system.**

39. What is your view of OMB's role in federal IT modernization and the Technology Modernization Fund? **OMB is committed to ensuring that US Citizen PII is treated with respect, and secured in a responsible way adherent to relevant existing laws, policies, and guidance.**

40. Much has been made of the role that very old, legacy IT systems play in managing theiT federal government. What is your plan to replace these solutions? How do you expect to make decisions about where to invest? **The President has made clear he wants to reform the government to improve efficiency through the use of IT. Systems that are no longer secure, or unable to perform their functions in a performant way to support agency missions will be considered for replacement or upgrade. If confirmed, I will prioritize them by the level of mission impact.**

41. Do you commit that, if confirmed, no government agency or office, including OMB, will create a database of Americans' personally identifiable information (PII) that combines PII from multiple government databases without appropriate safeguards and or in contravention of existing laws, policies, and guidance? **Yes.**

Elections and Presidential Transitions

42. As the DDM, you will serve as a co-chairperson of the Agency Transition Directors Council for the 2028-29 Presidential transition. Do you commit to following the Presidential Transition Act during the 2028-29 transition and ensure a smooth transfer of power to any future candidate? **Subject to advice from the Office of General Counsel and direction of the Director, yes.**

a. Do you commit to working with the Federal Transition Coordinator to facilitate agency coordination and briefings with the next President-Elect and their transition team to ensure the highest level of national security during the transition? **Subject to advice from the Office of General Counsel and direction of the Director, yes.**

43. You have previously supported international efforts to promote democracy around the world and ensure free and fair elections, including serving as an election observer in the 2023 Nigerian election. Do you believe that the United States should continue to promote democratic governance around the world, and support free and fair elections? **My role as DDM does not involve any of those matters.**

44. Who won the 2020 U.S. Presidential election? **Joseph Robinette Biden was certified as President of the United States on January 6, 2021.**

Was the 2020 U.S. Presidential election free and fair? **Joseph Robinette Biden was certified as President of the United States on January 6, 2021.**

45. Who won the 2024 U.S. Presidential election? **Donald John Trump was certified as President of the United States on January 6, 2025.**

46. Was the 2024 U.S. Presidential election free and fair? **Donald John Trump was certified as President of the United States on January 6, 2025.**

47. Given changes that the Administration has made so far, including closing the FBI's Foreign Influence Task Force, eliminating FBI election crime coordinators, and cutting DHS Cybersecurity and Infrastructure Security Agency election security support, how will you ensure that future election cycles are free and fair? **My role as DDM does not involve any of those matters.**

Cooperation with Inspectors General

48. In January, President Trump removed 18 Inspectors General (IGs) from office.

    a. Do you support the President's removal of Inspectors General (IGs) in January? **Yes.**

    b. Do you believe that these removals were lawful? **The President has the authority to remove the Inspector Generals.** If so, please explain how the removals did not violate the Inspector General Act. **These removals were pursuant to the President's Article II authority.**

    c. Do you believe the President's IG firings will hurt the ability of the government to identify and root out waste, fraud and abuse? **No.** If not, why not? **Statutes creating IGs lay such duties on acting IGs so that waste, fraud, and abuse remains able to be investigated.**

    d. On February 10th the USAID OIG issued an advisory about the impact of the pause on foreign assistance and firings at USAID. The next day, on February 11th USAID IG Paul Martin was fired by President Trump. Do you believe this firing constituted retaliation for conducting robust government oversight? **I do not.** If not, why? **No evidence has been produced for that speculative claim.**

49. In your role as DDM, you will be the Executive Chairman of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) and will be responsible for convening Inspectors General.

    a. As Executive Chairman, how do you plan to support CIGIE in its role providing oversight of and services to the IG community? **I look forward to a full briefing on the responsibilities as Executive Chairman if I have the privilege of confirmation.**

    b. Do you support making the PRAC's data analytics capabilities permanent so that IGs are best equipped to combat fraud in government programs? **I look forward to a full briefing on this issue if I have the privilege of confirmation.**

    c. Do you commit to working to uphold the statutory independence of agency Inspectors General? **I look forward to a full briefing on any responsibilities I have relating to those matters as DDM if I have the privilege of confirmation.**

    d. Do you believe that an agency head or other member of the executive branch, including the Executive Office of the President, may demand access to the records, data, or systems of an Inspector General? **I look forward to a full briefing on such matters if I have the privilege of confirmation.**

    e. Do you commit without reservation that IGs will be permitted to conduct such audits and investigations as they see fit, without any external influence, pressure,

coercion or political interference? **If I have the privilege of confirmation, I commit without reservation to fully understanding any and all pressures brought to bear on Inspectors General, including from the press, the public, the courts, members or Committees of Congress, and any private interests, that may in any way impact their responsibilities and duties to conduct impartial audits and investigations.**

f. Do you commit to working to ensure that each agency provides access to the records, information and agency head themselves, to the Inspector General with jurisdiction over their work? **I look forward to a full briefing on any responsibilities I have relating to those matters as DDM if I have the privilege of confirmation.**

g. Do you commit to working to ensure that each IG has the necessary resources, including but not limited to budget, office space, and charge cards with sufficient balances to conduct their work as they see fit? **I look forward to a full briefing on any responsibilities I have relating to those matters as DDM if I have the privilege of confirmation.**

h. As the DDM, do you commit to ensuring that each Office of Inspector General be permitted to make personnel decisions, including personnel levels in their office, regardless of any reduction in force guidance or directions? **I look forward to a full briefing on any responsibilities I have relating to those matters as DDM if I have the privilege of confirmation.**

Relations With Congress

50. It is reported that you helped draft the Congressional Review Act (CRA) as staff member in the Senate. On February 14, 2025, the EPA Administrator Lee Zeldin submitted California's waiver under the Clean Air Act (87 Fed. Reg. 14332) to be considered under the CRA. GAO had previously written on Nov 30, 2023, that the waiver was not a rule. GAO again wrote on March 6, 2025, that the waiver was not a rule.

a. Do you believe that the waiver submission on February 14, 2025 should be eligible for CRA "fast-track" consideration? Please explain. **CRA is not relevant to my duties as DDM if confirmed.**

b. Do you commit to submitting all executive branch rules as defined for 5 U.S.C. § 551 and as clarified through GAO's legal opinions? **If I have the privilege of confirmation, I commit to a full briefing from appropriate OMB staff on the matter if applicable to my role as DDM.**

Federal Property

51. What role do you believe OMB should play in determining the size of the federal government's property portfolio? **OMB should set government-wide policy to align the size and function of the government's real property portfolio to the Administration's vision for a smaller, more effective, and efficient government.**

52. If confirmed, will you ensure federal property decisions are free from conflicts of interest? Will you ensure there are no conflicts of interest with rapid sales of federal assets and/or with leaseback agreements? **Yes, I will ensure Federal property decisions are free from conflicts of interest and ensure there are no conflicts of interest with rapid sales of Federal assets and/or with leaseback agreements.**

53. You are currently serving as the Chief of Staff for the Office of Management and Budget. On March 4, 2025, the General Services Administration (GSA) designated 443 federally-owned buildings as "non-core" assets. GSA later rescinded that list. Describe the extent of your involvement in and engagement with GSA in identifying the 443 buildings on that March 4 list and the rescission of that list. **I had no involvement or engagement with GSA regarding the identification and designation of buildings on the list, nor did I have involvement or engagement with GSA regarding the rescission of the list.**

54. Fourteen buildings on the list posted by GSA on March 4, 2025 were not listed in its inventory and are purportedly sensitive buildings owned by intelligence agencies designated to ensure national security. Were you aware of the sensitive nature of those buildings and the fact that they would be publicly posted by GSA? Who at OMB provided approvals for the listing of those buildings? **I had no involvement or engagement with GSA regarding the identification and designation of buildings on the list, nor did I have involvement or engagement with GSA regarding the rescission of the list.**

55. On March 21, 2025, GSA issued a new list containing only eight properties designated as "assets identified for accelerated disposition." Notably, none of these buildings were included on GSA's original March 4, 2025, list. Describe the extent of your involvement in and engagement with GSA in identifying the 8 buildings on that March 21 list. Even if you were not involved, describe the extent of OMB's involvement in the decision to post these 8 buildings? Who at OMB provided approvals for the listing of those buildings? **I had no involvement or engagement with GSA regarding the identification and designation of buildings on the list, nor did I have involvement or engagement with GSA regarding the rescission of the list.**

56. The Water Resources Development Act of 2024 (WRDA) requires GSA to work with OMB and individual agencies to downsize underutilized space. What is your role in ensuring OMB compliance with its statutory requirements under WRDA during its recent lease termination and non-core asset designation actions? **If confirmed, I look forward to working with OMB staff to provide oversight for the statute's implementation.**

57. Describe your involvement in GSA's decision to terminate nearly 1,000 leases (and subsequently retract many of those terminations). Did you provide approval of this action on behalf of OMB? If you did not, who at OMB was responsible for reviewing and providing approval for those lease terminations? **I was not involved in GSA's decision to terminate these leases.**

58. Please describe the nature of your involvement as Chief of Staff at OMB with the so-called "Department of Government Efficiency" (DOGE) or representatives of DOGE embedded at OMB, including decisions made by DOGE and subsequently executed by OMB. Please describe DOGE's role as it related to GSA's recent lease termination and building disposal announcements. **I have had no interaction with DOGE, and was not involved in those GSA actions. Based on media reports, it is my understanding that heads and acting heads of agencies and departments are exercising their authorities for actions, not DOGE.**

59. How many buildings has OMB approved for GSA disposal as of April 3, 2025? **I am not aware of any buildings that OMB has approved for GSA disposal.**

60. How many buildings has the Public Buildings Reform Board identified to OMB as potential disposal options as of April 3, 2025? **I am not aware of any buildings that the Public Buildings Reform Board has identified.**

61. With whom at GSA is OMB communicating with regards to lease terminations? **I am not engaged in those conversations.**

62. With whom at GSA is OMB communicating with regards to building disposals? **I am not engaged in those conversations.**

63. What role do you believe OMB should play in helping increase energy efficiency at federal buildings in order to save taxpayer dollars on energy costs and address climate change? **OMB has an important role to deliver efficiency across government on behalf of the taxpayer.**

Post-Hearing Questions for the Record
Submitted to Eric Ueland, Nominee to be Deputy Director for Management, Office of Management and Budget
From Senator John Fetterman

Full Committee Hearing:
"Nominations of Scott Kupor, to be Director, Office of Personnel Management, and Eric Ueland, to be Deputy Director for Management, Office of Management and Budget"

April 3, 2025

1. On March 27, 2025, President Trump signed an Executive Order titled, "Exclusions from Federal Labor-Management Relations Programs." The EO eliminates collective bargaining rights from several agencies in the name of protecting national security.

a. Will you respect the right of federal workers to organize as guaranteed by federal law, if confirmed? **I will always follow the law**.

b. Are federal employee unions a threat to national security? Why or why not? **Congress provided the President authority to exclude agencies from collective bargaining where there is a primary function related to national security and when collective bargaining requirements were inconsistent with national security requirements and considerations.**

2. The Committee for a Responsible Federal Budget (CRFB) estimated roughly $350 billion in savings over ten years by cutting just 10 percent of the federal workforce. However, CRFB points out that cutting certain employees could actually create net costs to taxpayers. In addition, funds appropriated to pay personnel costs would require congressional approval before they could be put to use elsewhere.[1]

a. How does the Trump Administration's mass removal of federal employees save money absent congressional approval to repurpose funds or reduce allocations for personnel based on reductions in force? **A right-sized federal workforce is in the best interest of all Americans and will ensure the most efficient use of American's tax dollars. If confirmed, I look forward to working together with Congress to streamline government operations, target ineffective spending, and prioritize programs that provide tangible benefits to citizens.**

b. Does firing inspectors general – the federal watchdogs specifically tasked to root out waste, fraud, abuse, and mismanagement – produce a net savings or net cost to taxpayers? Explain. **Inspectors general are critical resources as we ferret out fraud, waste, and abuse. If confirmed, I am committed to supporting IGs in their mission to safeguard American's tax dollars as well as bolstering the efficiency of the activities of federal agencies.**

3. The *Chance to Compete Act* (Pub. L. 118-188) gives Pennsylvanians a fair shot at a good job by requiring the federal government to adopt skills-based testing in the federal hiring process that prioritize what you can do, not who you know, who you voted for, or where

[1] *See* https://www.crfb.org/blogs/potential-savings-shrinking-federal-workforce.

you went to school. This legislation received unanimous support in both chambers of the Congress, and President Trump affirmed the importance of this legislation in Executive Order 14170.

a. What steps will you take to ensure this legislation is implemented correctly and on time, if confirmed? **On day one, the President asserted his support for merit hiring in the Reforming the Federal Hiring Process and Restoring Merit to Government Service Executive Order. The President has made it a priority to reform federal hiring based on merit and skills. If confirmed I will work closely with OPM to implement hiring reforms to achieve the purposes of the *Chance to Compete Act.***

4. In Question 39 of your Pre-Hearing Questionnaire, you wrote that you would review laws and policies regarding conflicts of interest in federal procurement. Current policy requires special government employees (SGEs) to obtain a waiver allowing them to serve the federal government despite financial conflicts of interest (*see* 18 U.S.C. 208(b)). To date, Elon Musk, hired as an SGE, has not obtained a waiver despite direct financial conflicts of interest caused by his companies' contracts and subsidies from the federal government.

a. If confirmed, will you ensure that Elon Musk and all SGEs comply with applicable conflicts of interest law? **If confirmed, I will follow the law.**

5. The *Preventing Organizational Conflicts of Interest in Federal Acquisition Act* (P.L. 117-324, 41 U.S.C. 2303 note) requires the Federal Acquisition Regulatory Council to revise the Federal Acquisition Regulation to better define and address organizational conflicts of interest between federal contractors and other parties that the contractors serve.

a. If confirmed, will you commit to fully implementing this law as you oversee the Office of Federal Procurement Policy and members of the Federal Acquisition Regulatory Council? **If confirmed, I would work with OMB and agency staff to implement the requirements of the Act.**

6. In Question 41 of your Pre-Hearing Questionnaire, you discussed how artificial intelligence can help boost productivity and save costs across the government. As Deputy Director for Management, you will oversee the work of the Office of the Federal Chief Information Officer (aka Office of e-Government), which is instrumental in advancing government-wide technology policy, including on AI and IT modernization.

a. How will you prioritize IT modernization across the government to save costs and improve services for the American people, if confirmed? **The OMB E-Government office is focused on revising and streamlining existing policies to enable, encourage, and push agencies to rapidly deploy innovative technology. If confirmed, I will work closely with the Federal CIO, the CIO Council and Deputy Secretaries to prioritize use of modern technology to improve efficiency and service delivery for the American Taxpayer.**

b. Will you commit to using AI as a tool to supplement or streamline the work of federal employees rather than replace the work of federal employees, if confirmed? **The President has made it clear that the use of emerging tech, especially AI, to enhance government efficiency is a priority. OMB has issued guidance on this important initiative just last week.**

Post-Hearing Questions for the Record
Submitted to Eric Ueland, Nominee to be OMB Deputy Director of Management
From Senator Ruben Gallego

"Nomination of the Scott Kupor to be Director, Office of Personnel Management, and Eric M. Ueland to be Deputy Director for Management, Office of Management and Budget"
April 3, 2025

Question 1

OMB recently paused all federal financial assistance, a move which has been temporarily blocked in court. Despite this order, many grants and loan programs continue to be frozen.

Can you commit to Congress that you will abide by all court orders, even when they conflict with your leadership's directives and the President's agenda? **The President has committed to follow Court orders and I so do.**

Question 2

OMB has been a key player in implementing the President's agenda, which has included freezing or de-obligating broad swaths of congressionally authorized spending for key services that benefit Arizonans.

Certainly, given your wealth of experience on the Senate Budget Committee, you know that the Constitution provides Congress with the exclusive authority to control how our constituents' hard-earned taxpayer dollars are spent. Yet, OMB Director Vought, who will be your boss if you are confirmed, has stated he believes the President can unilaterally decide to withhold or spend funding contrary to Congress's direction.

What is your position on the constitutionality of the Impoundment Control Act, and how would you respond if directed to withhold or redirect congressionally appropriated funding? **President Trump ran on restoring impoundment authority, which presidents have utilized effectively for nearly 200 years to help prevent waste, fraud, and abuse. I support the President's view on that. If confirmed, I will faithfully uphold the Constitution and the laws of the United States. I will follow the advice of legal counsel, and ultimately the President. That said, my role and responsibilities as DDM if confirmed have nothing to do with redirecting or withholding congressionally appropriated funding.**

April 3, 2025

The Honorable Rand Paul
Chairman
United States Senate
Committee on Homeland Security & Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC, 20510

Dear Chairman Paul,

As pro-life leaders we are grateful for the important actions President Trump has already taken to stop Americans' hard earned tax dollars from going to abortion procedures and providers. We have seen this through the swift enactment of the President's "Enforcing the Hyde Amendment" executive order, as well as his "Memorandum for the Secretary of State, the Secretary of Defense, the Secretary of Health and Human Services, the Administrator of the United States for International Development, also known as the Global Protect Life Rule. And, most recently, President Trump acted to freeze Title X funds pending review for Big Abortion providers, like Planned Parenthood, who receive millions in taxpayer dollars from the program.

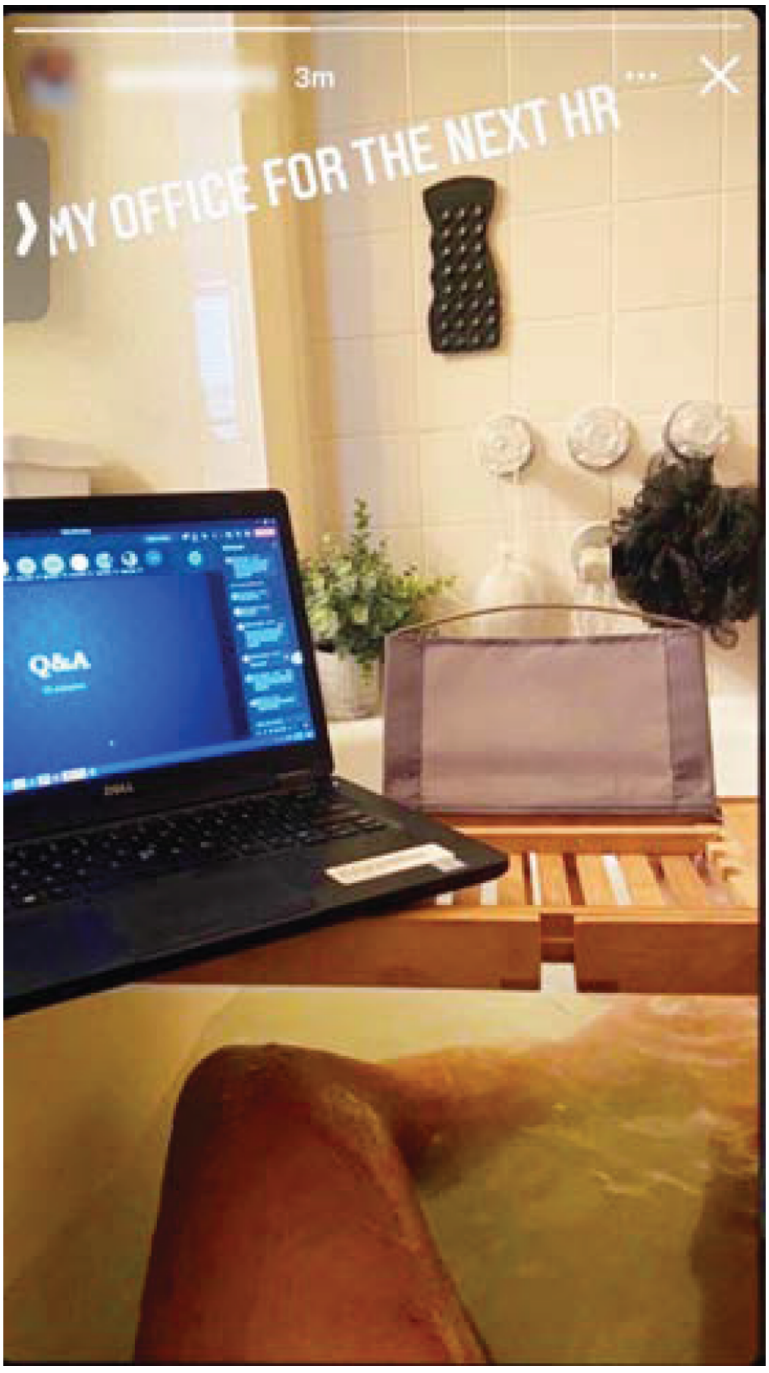
But, as you know, this is just the beginning. We need strong leaders and officials in the administration to carry out these presidential directives and policies and any which are forthcoming. That is why we believe Eric Ueland would be a great ally to the pro-life movement to ensure that these directives are enforced within the Office of Management and Budget (OMB). As Deputy Director for Management, Mr. Ueland would lead OMB's efforts to oversee agency management of programs and resources to ensure that there is compliance with the pro-life policy goals of the President. We are confident that if confirmed, Mr. Ueland will work tirelessly to implement the President's actions to get the American taxpayer out of the abortion business and stop the federal funding of Big Abortion.

It is critical that we have an ally of the pro-life movement in such a key administrative role. Eric Ueland is that ally and we believe he is well suited for the role of Deputy Director of Management at OMB.

Sincerely,

Marjorie Dannenfelser
President
Susan B. Anthony Pro-Life America

Carol Tobias
President
National Right to Life Committee


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MY OFFICE FOR THE NEXT HR
Q&A