

**STATEMENT FOR THE RECORD
SENATOR GEORGE V. VOINOVICH
COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS**

**NOMINATION OF ELAINE C. DUKE TO BE UNDER SECRETARY FOR MANAGEMENT, U.S.
DEPARTMENT OF HOMELAND SECURITY**

FRIDAY, JUNE 20, 2008

Mr. Chairman and Ranking Member Collins, I commend you both for convening today's hearing to consider the nomination of Elaine Duke to be the Department of Homeland Security's (DHS) Under Secretary for Management.

A strong Under Secretary for Management at DHS is imperative because the *Homeland Security Act of 2002* combined twenty-two agencies and 180,000 employees into a new entity. This effort amounted to the federal government's largest restructuring since the creation of the Department of Defense in 1947. In 2003, the Government Accountability Office (GAO) noted issues with this restructuring, and while progress has been made, implementing and transforming DHS remains on GAO's 2007 high-risk list of programs susceptible to waste, fraud, abuse, and mismanagement.

As the former Chairman and now Ranking Member of this Committee's Oversight of Government Management Subcommittee, I take GAO's concerns seriously and am committed to ensuring that the Department of Homeland Security has the proper management structure. That is why last year I included language in the *Implementing Recommendations of the 9/11 Commission Act of 2007* that clarifies that the Under Secretary for Management is the Chief Management Officer and principal advisor to the Secretary on the management of DHS and has responsibility for DHS' strategic

management and annual performance planning, the identification and tracking of performance measures, and the integration and transformation process in support of homeland security operations and programs. The *Implementing Recommendations of the 9/11 Commission Act of 2007* also sets qualification standards for the Under Secretary of Management, requiring that the nominee have extensive management experience, leadership skills, a demonstrated ability to manage and a proven record.

I believe Elaine Duke has these qualifications, and I am pleased to support her nomination as Under Secretary for Management of DHS. Ms. Duke, who grew up in my home state of Ohio, has been with DHS since its creation in 2002 and has served in various leadership roles including as the Department's Chief Procurement Officer and Deputy Under Secretary for Management. I believe this prior service has equipped her with the skill set necessary to serve as DHS' Under Secretary for Management.

As we consider this nomination for DHS' first Under Secretary for Management, I think it is an opportune time to raise two ways that I think we can continue to improve DHS' management structure.

First, I remain convinced that the Under Secretary for Management should serve a fixed five year term. Such a term would provide management continuity at DHS during times of leadership transition. The need for such continuity is clearly apparent today because we are only six months away from the largest leadership transition DHS has ever faced, when a new President will appoint entirely new leadership. As that new leadership is vetted and confirmed, I think it is of the utmost importance that management with institutional knowledge remains in place at DHS to oversee the Department's expenditure of funds, procurement activities and human resources.

Second, I remain concerned about the management of DHS' procurement programs. In 2005, the DHS Office of Inspector General (OIG) noted vulnerabilities with DHS' procurement management. The OIG pointed out that DHS has a Chief Procurement Officer as well as seven procurement offices that were transferred to DHS with their legacy agencies. I question whether maintaining multiple procurement offices in a Department that purchases billions of dollars worth of goods and services each year is the best and wisest way to manage our resources and oversee procurement activities.

Mr. Chairman, in announcing GAO's 2007 high-risk list, Comptroller General Walker stated an "array of management and programmatic challenges continues to limit DHS's ability to carry out its roles under the National Homeland Security Strategy in an effective risk-based way." I believe Elaine Duke's nomination is an important step towards addressing the management and programmatic challenges DHS continues to face, and I am proud to support her nomination today. Thank you for calling today's hearing.