

# NOMINATION OF CAROL F. OCHOA

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## HEARING

BEFORE THE

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

FIRST SESSION

NOMINATION OF CAROL F. OCHOA TO BE INSPECTOR GENERAL, U.S.  
GENERAL SERVICES ADMINISTRATION

JUNE 17, 2015

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## **NOMINATION OF CAROL F. OCHOA**

**WEDNESDAY, JUNE 17, 2015**

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

The Committee met, pursuant to notice, at 2:05 p.m., in room SD-342, Dirksen Senate Office Building, Hon. James Lankford, presiding.

Present: Senators Lankford, Ernst, Sasse, Heitkamp, McCaskill, Baldwin, and Peters.

### **OPENING STATEMENT OF SENATOR LANKFORD**

Senator LANKFORD. Good afternoon. Today we will consider the nomination of Carol Ochoa for the position of Inspector General (IG) of the General Services Administration (GSA).

The Offices of the Inspector General (OIG) were established in 1978 by Congress to protect the integrity of the agencies they serve. Inspectors General do this by rooting out and reporting on waste, fraud, and mismanagement so that agencies may effectively carry out their responsibilities and fulfill their missions in service to the American people.

As frontline watchdogs for the hardworking taxpayer, Inspectors General play a critical role in congressional oversight. Earlier this month, we stressed the importance of efficiently nominating and confirming competent Inspectors General at a Committee hearing here in this same room. The Committee and my Subcommittee take Inspector General nominations incredibly seriously, and so we are pleased to have a strong nominee before us.

Oversight of the General Services Administration requires particular competencies and poses unique challenges. GSA currently oversees \$240 million in taxpayer dollars to provide real estate, acquisition, and technology services to the Federal Government and American people, as well as that real property issue that has been an issue for a long time. If confirmed by the Senate, Ms. Ochoa would be responsible for oversight of several high-profile issues at the agency, including strategic sourcing, Federal procurement, management of the agency's real property portfolio, and a variety of information technology (IT) initiatives.

As we have learned through previous IG investigations, including the infamous 2010 GSA Las Vegas conference, oversight of this vast administrative bureaucracy requires an Inspector General that is intelligent, tenacious, objective, and independent. We have found Ms. Ochoa to be exceptionally qualified for the position in all these respects.

Ms. Ochoa is a native of Youngstown, Ohio. She received a Bachelor of Arts degree from Miami University and a law degree from the George Washington University School of Law. After graduation, Ms. Ochoa clerked for Chief Judge Charles Clark on the Fifth Circuit Court of Appeals. After working as a litigation associate at Covington & Burling, Ms. Ochoa served in the United States Attorney's Office for the District of Columbia, as well as for James McKay's Office of Independent Counsel.

In 2002, Ms. Ochoa joined the Department of Justice's (DOJ) Office of the Inspector General, where she served as the Director of the Office's Oversight and Review Division, before her promotion to the position of Assistant Inspector General in the Office's Oversight and Review Division. She has served as the Assistant Inspector General since 2005.

In addition to her impressive resume, Ms. Ochoa exhibits integrity befitting an Inspector General. Subcommittee staff reached out to a variety of Ms. Ochoa's colleagues, who spoke highly of her. They ascribed to Ms. Ochoa characteristics that will serve her and Congress and the Federal taxpayer well in her position as GSA's Inspector General: intelligence, studiousness, impartiality, objectivity, and a skilled management style.

Staff from both sides of the aisle had the opportunity to interview Ms. Ochoa on an array of issues, ranging from her past accomplishments to her future priorities at GSA were she to be confirmed as Inspector General. She thoughtfully and competently answered each question to the Committee's satisfaction, including my own.

Given that the Committee has found Ms. Ochoa to be eminently qualified to be GSA's Inspector General, I look forward to speaking with her a bit more today on her accomplishments and ideas of how she will improve the GSA's Office of the Inspector General, as well as GSA at large.

I would recognize the Ranking Member, Senator Heitkamp, for any kind of opening statement she would like to make as well.

#### **OPENING STATEMENT OF SENATOR HEITKAMP**

Senator HEITKAMP. Thank you, Mr. Chairman, and welcome. I can see some beaming family members behind you who, as the Chairman was reading your list of very incredible accomplishments, the smiles just got bigger and bigger. I know you cannot see them from there, and this can be somewhat nerve-racking, but just know that you have a lot of proud family members here.

Senator LANKFORD. I am going to give you a moment to be able to introduce all them in just a moment as well.

Senator HEITKAMP. OK. I want to say how much I enjoyed our discussion in the office and how grateful we are that you are willing to undergo this process, that you are willing to step forward. One of the issues that Senator Lankford and I deal with quite a bit is how we are going to modernize and attract great talent to the Federal workforce. And, obviously, your stepping forward gives us hope for the future that other people will follow your path, and find a career in public service. But I want to say ditto to everything the Chairman just said.

I am going to leave that at my opening statement and ask that the rest of it be entered into the record.<sup>1</sup>

Senator LANKFORD. That is great.

It is the custom of this Committee to swear in all witnesses that appear before us, so if you do not mind, we would like to ask you to stand 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?

Ms. OCHOA. I do.

Senator LANKFORD. Thank you. You may be seated.

Let the record reflect the witness answered in the affirmative.

Ms. Ochoa, you have some guests that you brought with you. Would you like to introduce any of those before we ask you to be able to give your opening statement?

Ms. OCHOA. Thank you, Mr. Chairman. I would like to do that.

I do want to thank my family members who are here today: first of all, my husband, Jorge, who is my constant support in all things. And I have many members here today of the large and loving Fortine, Ochoa, and Collier families. I think I will mention by name only the youngest ones here: my niece, Christine Fortine, from Canfield, Ohio; nephew J. Michael Ochoa, from McLean, Virginia; Isabelle Bettinger, from Columbus, Ohio; and Audrey Collier, from Fairfax, Virginia.

Senator LANKFORD. That is great. Thank you. I will be glad to be able to receive your opening statement at this time.

#### **TESTIMONY OF CAROL F. OCHOA,<sup>2</sup> TO BE INSPECTOR GENERAL, U.S. GENERAL SERVICES ADMINISTRATION**

Ms. OCHOA. Thank you. Mr. Chairman, Ranking Member Heitkamp, Members of this Committee, thank you for holding this hearing today. I am honored to be nominated to serve as the Inspector General at the General Services Administration. I very much appreciate the time that Members of this Committee and their staffs took to meet with me in advance of the hearing. If confirmed, I look forward to continuing that dialogue.

In addition to my family, I am very appreciative to be joined here as well by colleagues from the Department of Justice Office of the Inspector General and by friends from my days in the U.S. Attorney's Office. And I would like to recognize the staff at the General Services Administration Office of the Inspector General and, in particular, Deputy Inspector General Robert Erickson, who has ably managed the office over the past year when the agency has been without a confirmed Inspector General.

In this time of pressing need to eliminate waste and cut costs for the American taxpayer, the position of GSA Inspector General is very important. GSA's extensive real property portfolio and governmentwide procurement programs put it at the forefront of efforts to cut costs and achieve cost avoidance for the American taxpayer, and the GSA IG has a critical role in ensuring that the taxpayer receives maximum value from the GSA's operations.

<sup>1</sup> The prepared statement of Senator Heitkamp appears in the Appendix on page 19.

<sup>2</sup> The prepared statement of Ms. Ochoa appears in the Appendix on page 21.

I am confident that my professional experience has equipped me well for this position. I have spent over 25 years as a Federal prosecutor and as a manager in the Department of Justice Office of the Inspector General.

I served as a prosecutor for over a decade in the Public Corruption Section of the U.S. Attorney's Office here in Washington, DC. There I was entrusted with some of the office's most sensitive cases, including police corruption, obstruction of justice, and complex fraud and embezzlement matters.

At the DOJ OIG, I have been privileged to head for the past 12 years the Oversight and Review Division, which is responsible for conducting the most complex, sensitive, and broad-ranging reviews and investigations of Department of Justice operations and personnel, many of them classified matters involving the Department's use of national security authorities.

During this time I have benefited tremendously from working closely with two highly respected Inspectors General: Department of Justice IG Michael Horowitz and his predecessor, Glenn Fine. Their leadership and the work of my extremely talented colleagues has resulted in an IG's office with a strong and well-deserved reputation for independence and objectivity. I believe those qualities are absolutely essential for a successful Inspector General, and if confirmed, I would commit to ensuring that under my leadership, the GSA OIG will be independent, objective, and as transparent as possible in everything we do.

I have a strong memory that when I was sworn in as an Assistant United States Attorney, the U.S. Attorney emphasized Justice Sutherland's admonition that a prosecutor's role is not to win cases but to serve justice, and that a prosecutor may strike hard blows but not foul blows. Those words were foundational in my development as a prosecutor, and that standard of fairness and impartiality has guided me as well in my work with the Office of the Inspector General. Simply put, I am used to following the facts wherever they lead, closely analyzing their fit with law and policy, and making conclusions based solely on and drawn fairly from those findings. That is the mindset I would bring to this job, if confirmed.

I appreciate your consideration, and I look forward to answering any questions you may have.

Senator LANKFORD. Thank you. I am going to ask several brief questions. Then I will come back around a second time and give some others some time.

We have three questions that we ask candidates as they go through the process. I will give you the first. Is there anything that you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Ms. OCHOA. No.

Senator LANKFORD. Do you know of anything, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Ms. OCHOA. No,



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

Ms. OCHOA. I do.

Senator LANKFORD. Let me say one quick statement and ask one follow-up question. One is, to your family and to you, this is a very difficult, long process. As Senator Heitkamp had mentioned, we want the best of the best to do this. It should not be hard. It should be thorough. But it should not be painful in the process, and I hope it has been a good process to go through.

But I would say to you on the other side of this, this Congress is very dependent on very independent, very gifted, and tenacious Inspectors General. You are the eyes and ears of the American taxpayer in a way that no one else can see. Committee staff will not see it; other individuals within GSA will not see it. Uniquely, the IG has that view, and we would be very interested in strict independence—not political, not loyal to any administration; loyal to the taxpayer. You know as well as I do—you have been around Washington long enough—that when a crisis breaks, they go typically to the Inspectors General to say, “Why didn’t you see this in advance?” and to the Government Accountability Office (GAO) and say, “Was there a report? Did you go see these things?” So that role is extremely important.

So my question to you is: The tenacity and the independence, do you feel ready to be able to take that on, as you said, not to hit foul but to hit hard in the process, feel that you are at a position right now to say, “I am willing to be able to step in and to be fair in a group, but to also make sure the taxpayer and the individuals within the agency are also protected?”

Ms. OCHOA. I do feel ready to do that, Chairman Lankford. I think that that is the life I have been living for the past 12 years with the OIG for DOJ, and I am committed to carrying that same standard of independence and excellence forward to GSA.

Senator LANKFORD. Great. Thank you.

Let me defer to Senator Heitkamp.

Senator HEITKAMP. I want to just for a moment talk a little bit about the process that you went through, and I was, quite honestly, shocked when you came to my office, and I said, “Well, how long have you been at this?” Almost 2 years, is that correct, Ms. Ochoa?

Ms. OCHOA. Yes. The process started for me in late October 2013 when the Council for Inspectors General put my name forward as a candidate for an Inspector General position.

Senator HEITKAMP. Well, we would be very curious, having now gone through it, and looking at your record of accomplishments. And I know that someone with your accomplishments also thinks about reforms and what would make that process easier. And so I am curious about what you thought along the way would have made it much easier, so thank goodness you stuck with it. But I think a lot of people fall off because they are not in a position like yours here you can keep your day job and wait for this process and this confirmation process to go forward. They have to eventually make a decision and move on with their life.

And so I am curious about, given your experience, what recommendations you would make to this body in terms of clearing

the hurdles. Maybe as Senator Lankford said, we do not want shortcuts taken, but we do not want excessive periods of time without real value added to the process being experienced by our nominees. So I am curious what recommendations you would make.

Ms. OCHOA. Thank you, Senator. As you mentioned, this process was long for me, but I was fortunate to be in a supportive environment, working in an IG's office with a very strong IG who promotes getting more IGs out there.

In terms of recommendations, I can tell you that when Brian Miller resigned from his position as GSA IG in April 2014, I did make a very strong expression of interest in this position, and from that time forward, the process moved along. I was nominated in March 2015, and then this Committee moved very quickly, which I really appreciate. To go from nomination to a hearing in the short period of time I much appreciate.

The reason for the process taking so much longer up to that point I am not entirely sure of. I know that the people I was working with in the Office of Presidential Personnel were very courteous, very professional, very much determined to find good candidates. It seemed to me that they were a small office with a lot of jobs to fill, and so the question may be better directed to them. Do they need more resources?

Senator HEITKAMP. I think it is curious, because you were in such a position of authority and responsibility before you were nominated for this position. A lot of that background material probably had already been done. A lot of the kind of analysis in terms of your capability to do this type of work had already been done, and so it was a little discouraging.

We have held a number of hearings throughout both the Committee, the Committee as a whole, and this Subcommittee on issues involving government efficiency and government responsibility as it relates to property management, as it relates to kind of overall oversight of other agencies.

What complications do you see coming from DOJ where you are looking at an agency in and of itself to an agency that really has a broader responsibility for all of government? What kind of complications do you see kind of moving into this new role, both in terms of size and scope?

Ms. OCHOA. That is a good question. I do not know that I would call them complications so much as challenges perhaps. GSA does have a leadership role in a lot of Federal Governmentwide initiatives, including on the Federal real property side, as you mentioned. And the contracting authority is massive. I mean, the amount of taxpayer dollars going through there is a large number.

I see that part of my job will be to coordinate with other oversight authorities so that the GSA OIG can look deeply at what GSA is doing itself in the leadership role to implement these initiatives, what policies it has in place, what strategies it is using, whether it is meeting its own measures and milestones, whether it has a contracting work up to snuff considering the sophisticated workforce they are up against in the private industry. And I see coordinating with entities like GAO, which has the broader picture of how all the other Federal agencies are contributing to the efforts

to, for example, Freeze the Footprint, dispose of excess property, and so forth.

Senator HEITKAMP. I think why you see other Members here is how significant we see the role of the Inspector General to the overall safety and soundness and fraud watch in the U.S. Government, and I think the President has made an excellent choice in advancing you. We are grateful to have you, and from my part, I just want to extend our assistance. This Committee exists to assist the IGs, as the Chairman has said. It is there to get input from the IGs, and we should be your partner, your oversight partner, as you look at the functions of the agency going forward.

And so I want you to know you always have an open door to this Committee and certainly to us individually as you begin to explore and look at not just reporting what you see, but maybe thinking beyond that on what kinds of things can be done that could prevent bad things from happening in the future and to create greater efficiencies in government. And so thank you again. We look forward to your work and seeing your work product as the months go on.

Ms. OCHOA. Thank you.

#### **OPENING STATEMENT OF SENATOR ERNST**

Senator LANKFORD. Senator Ernst.

Senator ERNST. Thank you, Mr. Chairman and Ranking Member. I appreciate this opportunity very much.

Ms. Ochoa, very nice to have you here. Your qualifications are exemplary, so I appreciate all that you have been through as well as your family members.

There are numerous challenges, and you have mentioned Freeze the Footprint and some of these other significant initiatives that we have across the government. And so I am just going to talk about very briefly just two issues that I have seen in recent weeks, and then if you can just expound a little bit further. But the first is that we are focusing also on real property. You mentioned Freeze the Footprint. And one thing that I have spent a lot of time on is taking a look at the Department of Veterans Affairs (VA) and how we work with that organization. And there are inefficiencies everywhere, but really what I have seen in the last number of months has been the Department of Veterans Affairs, whether it is the health care aspect or the real property that they own, we really need to find a way that we can improve efficiency with the Department of Veterans Affairs.

So I understand that the VA manages a significant portion of its own real property inventory, but to the extent that the GSA does work with the VA, I would want to know, if you are confirmed, that you would be willing to work with the VA on effectively utilizing those property holdings by the VA. Is that something that you can manage and work with them on?

Ms. OCHOA. Yes, I can certainly work in the role of the IG in looking at GSA's strategy to give guidance to the VA in terms of keeping track of the inventory, deciding what properties to keep, what properties to dispose of.

Senator ERNST. Very good. And, again, that is in your extent of the role of the IG, but then also just last week, the GSA Office of Inspector General did issue a report on the GSA's surplus firearms

donation program, and to be honest, before this report, I was not aware of this particular program. I do not think many people are. But this report raised concerns that the program's inadequate data management and the inaccurate inventory records, which are primarily done in a paper format and managed by a single agency employee—huge concerns there. This could result in the theft or loss or unauthorized use of those firearms that are donated to this program. And I would just like to raise that issue to you, express my sincere concerns about this program and how it is managed. With those two areas, with the VA, with the surplus firearm donation program, and so many other issues out there, I would like to ask you just what do you think your greatest challenges might be, and how do you think you could work around those?

Ms. OCHOA. I see a number of challenges facing GSA that the GSA IG has to keep track of. One of them is obviously real property management, and I know you have had a recent hearing on that. You do not need to hear from me what those problems are. But that is an area that I see the IG needs to be very observant about and to monitor closely and to work with GAO so that we are not duplicating or overlapping efforts in our respective oversight responsibilities for that area.

I also see big challenges on the procurement side. There is a lot happening with GSA's procurement programs, and one major issue I see is this changeover to category management, which has the laudable goal—and GSA is part of it—has the laudable goal of requiring vendors to provide more transactional data so that government buyers can make more informed decisions. A laudable goal, but both industry and government folks are raising concerns about whether that effort has been thought through fully at this point. They are raising concerns about logistics of providing the information and exactly how GSA will be able to manage and analyze the information and preserve its security.

So that just tells me that because both industry and government are raising issues, I need to be paying attention to that issue.

Senator ERNST. Fantastic. I thank you very much for your service and your continued service as well to our Nation, so thank you very much.

Thank you, Mr. Chairman.

Senator LANKFORD. Thank you. Senator Baldwin.

#### **OPENING STATEMENT OF SENATOR BALDWIN**

Senator BALDWIN. Thank you, Mr. Chairman and Ranking Member, for holding this nomination hearing.

Ms. Ochoa, thank you for being here today and for your willingness to serve in this incredibly important job.

As Members of Congress and particularly as Members of this Committee, we exercise our oversight and legislative responsibilities, and we rely very heavily on IG audits, on IG reports, and investigations. It is critical to providing robust oversight over the various agencies and ensuring that we are being good stewards of the taxpayer dollars. So, again, I thank you for being willing to serve in this very important role.

I wonder, if confirmed, if you can tell us how you would approach your work with Congress, given our need to rely heavily on IGs'

work. What do you see as your priorities in communicating with us as Members of both this Committee and Members of the Senate?

Ms. OCHOA. Thank you, Senator Baldwin. I do think that is an important topic. I am very aware of my dual reporting obligations by statute, and I think for me my goal is to have strong and open lines of communication with both GSA leadership and the oversight committees who have important work in the same area that I will be working in.

And so I expect to be keeping both GSA leadership and Congress informed through briefings of our findings, through responses to written inquiries from the Committee, for example, by our public reports that I expect to be comprehensive and accurate and fair, and, of course, through the semiannual reporting process. And I would hope to have good lines of communication at the staff level as well through the Legislative Affairs Office at GSA OIG.

Senator BALDWIN. Excellent. In this same vein, I have the honor in serving on this full Committee of being the Ranking Member of the Subcommittee on Federal Spending and Oversight (FSO), and my goal, I know along with our Chairman, is to find areas within Federal Government where we can find efficiencies and cut costs. We just had a hearing last week in which we discussed several areas where we can reduce waste, including improper payments, where we can reduce duplication, and so I just, again, in the same vein as my first question, ask how you would prioritize and, based on what you know about GSA operations, what are some of the areas that you see initially that are ripe for cost savings?

Ms. OCHOA. Well, I have mentioned already the real property area, which, again, you know much more about than I do at this point, and the procurement side of things. What I expect to do, if confirmed, when I arrive at GSA OIG is to spend some time talking about these very issues with senior management there. I want to see how we are doing on the priorities that have already been set. I want to take a measure of whether resources have been directed as best as they can be, and I will want to have some searching conversations about what our priorities should be going forward.

Senator BALDWIN. On real property management—and you have already touched on this. Not surprisingly, our Committee members are very interested in this particular area. It has been on the GAO's high-risk list every year since 2003. And yet the GAO found that the GSA lacks an action plan to reduce its heavy reliance on leasing, and the GSA has not determined which leases would be good candidates for ownership investments.

Sometimes we are tempted to ask you questions that should be directed to the GSA proper, but you are here right now, so as the watchdog for the agency, how do you plan to jump in and work with the GSA to tackle these difficult problems?

Ms. OCHOA. Well, in the oversight capacity of the IG, I would expect to learn from GSA leadership what their strategy is right now. My sense is that there are some statutory issues that I know this Committee is interested in, but for the GSA IG, I would be looking at what is the plan, what are the measuring tools that you are going to be using, what are the controls you are going to put in place to make sure that you, GSA, are meeting those marks.

Senator BALDWIN. And, also, the GSA has struggled to maintain the Federal Real Property Profile, the database that captures all of the property that is under the control of Executive Branch agencies. Again, this database has, according to the GAO, consistently included inaccurate inventory and outcome information. So, again, in your role as watchdog for the agency, how do you plan to dive in there and make sure that that database is accurate?

Ms. OCHOA. That is a good question, because obviously you cannot manage what you do not know you have exactly. And there have been longstanding problems with that portfolio. I have read a number of GAO reports on the issue.

Again, from the IG's perspective, the question to GSA that I would be asking would be: What are you doing to make sure that your own data, GSA, is reliable? What are you doing in terms of getting out guidance to the other Federal agencies about what are the definitions for the criteria that go into that data set? Because if agencies are applying different definitions to the set of criteria, then you are going to be comparing apples to oranges, and that does not do anyone any good. So that would be where I would start.

Senator BALDWIN. Thank you.

Thank you, Mr. Chairman.

Senator LANKFORD. Senator McCaskill.

#### **OPENING STATEMENT OF SENATOR MCCASKILL**

Senator MCCASKILL. Thank you. Welcome to the IG community. As you know, this Committee has a tradition of working with IGs closely. My office is one that has worked very hard making sure that IGs have all the tools they need, not just budget but also independence and other tools. Oh, sorry.

I know that you are not in a position, based on your written responses, to really get into the implementation of the System for Award Management (SAM), which is this large effort to combine databases on contracting. I have spent more time in this Committee room than I am willing to admit going through all of the problems with integrated acquisition environment and trying to make sure that this SAM was not going to be another IT boondoggle with a bad ending. I am worried that it is, in fact, an IT boondoggle with a bad ending.

So we will wait until you are confirmed to ask you questions about SAM, but know that that will be something for which you will come back after you get the job, and we will have some penetrating questions for you, which I know that you will be able to handle with your background as a prosecutor.

I want to spend my time today talking to you about one of the tools that I think is essential for IGs, and that is the power of testimonial subpoena. Now, I am going to put you in a bad spot here, but I am so frustrated with the Department of Justice opposition to this. You were a prosecutor for a long time in the U.S. Attorney's Office here in the District of Columbia, which means—I am going to show my bias now. That means you were a real prosecutor, because you guys know what 911 calls are in the District of Columbia. The vast majority of the U.S. Attorney's Offices have no urgency; they decide where they are going to go when they follow in-

vestigations, but they do not have to take everything. They pick what they take.

Now, against that backdrop, we have 72 IGs that are trying to root out waste and fraud for hundreds and hundreds and hundreds of billions of dollars versus the Department of Justice, who is objecting to us giving IGs testimonial subpoenas. And we have even gone so far as to say they can veto one. They will not even say it is OK when we say you get a testimonial subpoena, but the Department of Justice gets to tell an IG, "No, you cannot do that one," because they are worried about it interfering with their investigations.

With all due respect, the Department of Justice is busy, but they are not busy enough to handcuff the entire community of Inspectors General in this country. And so I would like to ask you, would you like to have the power of testimonial subpoena as the Inspector General at GSA?

Ms. OCHOA. Yes, I would, very much. I think when we need it. It does not come up that often, but it has come up when Department employees leave the Department during the course of an investigation, and then we are unable to get them to come and speak to us, unless they come in voluntarily.

Senator McCASKILL. Which they are not going to do.

Ms. OCHOA. Some have decided not to talk to us after leaving the Department about matters that they handled while at the Department, and that is the crux of the matter to me.

Senator McCASKILL. Well, I want to enlist you to a new assignment as an Inspector General, and that will be I want you to help lead the lobbying effort on your former colleagues at the Department of Justice so they understand that they are being incredibly self-centered and irresponsible by continuing to try to block this legislation for this important tool for Inspectors General, and that is the main thing I wanted to get out of you today, that you will help us in this effort to make them understand that there is—like any test in the law, you weigh their desire to control this process versus the benefit that could come to the public. And I do not think it is even close when you weigh it. So I will ask you to step up and be helpful in that regard, and hopefully we can get this last barrier cleared. We have gotten a lot of them cleared over the last 5 years. We would like to get this barrier cleared for testimonial subpoenas.

Ms. OCHOA. I appreciate that, and you will have my support on that.

Senator McCASKILL. Great. Thank you.

Thank you, Mr. Chairman.

Senator LANKFORD. Just as a clarification on that, Senator McCaskill, when the candidate is discussing this with DOJ, does she need to use the terms "irresponsible" and "self-centered"? [Laughter.]

Is that part of it?

Senator McCASKILL. I think that would be good.

Senator LANKFORD. OK.

Senator McCASKILL. "Selfish," "irresponsible," "self-centered." Every investigation does not revolve around the Department of Justice, contrary to what they think sometimes.

Senator LANKFORD. OK. Message delivered. [Laughter.] Senator Peters.

#### **OPENING STATEMENT OF SENATOR PETERS**

Senator PETERS. Thank you, Mr. Chairman, and thank you, Ms. Ochoa, for being here and for testifying. This is a very important position. Unfortunately, we have a lot of IG positions that have been going unfilled for too long, and it is nice to see that we are moving forward. And I also want to thank you for coming to my office. We had an opportunity to have a more detailed discussion about some of the things that you are looking to do, and I wish you well in those endeavors. It is a very important position and we need to have you on the job giving Congress the information that we need to know how these departments are performing, and I look forward to working with you.

I have a couple issues, one that I just wanted to get a sense from you. It is my understanding the GSA offers a number of cybersecurity solutions in purchasing programs for agencies, and obviously cybersecurity has become a pretty big issue lately, particularly with some of the breaches that we have seen. It seems to me that it would be an issue ripe for you to take a look at.

What sort of thought have you given to cybersecurity? And what types of activities do you think you envision yourself engaging in?

Ms. OCHOA. Thank you, Senator Peters. That is a great question, and it is an area that I have given some thought to. Cybersecurity is something we have to get right. Information security in the government is important, and one thing that strikes me as I look at that issue is that, again, it goes back to the contracting workforce at GSA. Those are the people that are vital to this effort, and security needs to be built in at the acquisition stage.

So from the GSA IG position, I would want to be making sure that GSA is doing everything it can to attract, to train, and to retain contracting officers who can speak the language of IT, who understand what they are working with, and who can responsibly perform contracting responsibilities over those types of procurement. And that, of course, also means that as GSA IG, if confirmed, I would have to make sure that I am growing a corps of auditors who understand IT and who can provide meaningful audits in this area.

Senator PETERS. Good. And as you perform those audits, one thing that we talked about when I had a chance to spend some time with you, as you know, a concern of mine is that we get IG studies and recommendations, and yet there is not necessarily the follow-through with the agencies, and some of the recommendations that are made do not actually get implemented.

Do you have any idea or any suggestions for us here in Congress how we can strengthen the ability to make sure that when you have findings, we actually do something with those findings and the agencies actually implement the recommendations that you make? What would you like to see us do—I guess is my question—to help you?

Ms. OCHOA. Thank you for that question. I do think it is helpful when Congress requests and IGs provide information on priority recommendations that remain unfulfilled. That in itself brings higher visibility to those recommendations and may prompt agen-



cies when we are about to report to Congress on unfulfilled recommendations to go ahead and do what they can to try to close some out. So that is helpful.

Senator PETERS. So the work of this Committee to continue to highlighting your work is going to be necessary in order to actually see these actions taken, the things that you are recommending.

Ms. OCHOA. I think it is helpful. I think the onus is also in part on the IGs themselves to follow through on the recommendations, to keep a tickler system, to go back to the agency and to say, "Where are you?" and "Here is what we think about where you are and what you still need to do."

Senator PETERS. And is that what you intend to do? You are going to be aggressive in going after them?

Ms. OCHOA. I do intend to be as aggressive there as I have been at DOJ.

Senator PETERS. That leads me to actually my last question on the DOJ, because you worked with Inspectors General Horowitz and Fine who were there, and I know you worked very closely. Now that you are seeking this new position, what are some of the top lessons that you learned from working with them that you hope to bring to your work at the GSA?

Ms. OCHOA. There are a lot of things I could talk about with respect to both men, and they really have been invaluable to me in thinking about this job. I will just try to pick out one thing for each.

Senator PETERS. Yes, just one thing that you are going to be taking with you, should you get confirmed to this new position.

Ms. OCHOA. Sure. IG Horowitz I think has been a real example of how to fulfill the dual reporting requirement. He really works very hard to make sure he has those open lines of communication both with Congress and with Department leadership, and that is an example that is important for me.

IG Fine had just an incredible laser focus on the mission he was seeking to fulfill and was just incomparable in terms of how he was able to focus on the work day in and day out of the office and make sure that it was independent, accurate, and as fair as possible.

Senator PETERS. Well, good. We look forward to working with you, Ms. Ochoa. We wish you much success, and it is a pleasure to have an opportunity to get to know you. Let me know how we can be helpful to you in your work.

Ms. OCHOA. Thank you.

Senator PETERS. Thank you, Mr. Chairman.

Senator LANKFORD. Thank you.

Ms. Ochoa, let me have a little more advanced conversation on the real property issue. We had a hearing on that just yesterday. It has been an ongoing issue. You had mentioned before we gave you a little bit of time to get up to speed on it. Heads up, I guess, from this Committee and the work of this Committee. It has been a central focus for 20 years, and it is unresolved for 20 years. So when we talk about stepping into it, there are a lot of ideas that are floating around. What we absolutely need is someone on the inside to say here is where the process breaks down, and these are the areas that need to be fixed and a set of recommendations for it. This is billions of dollars, and it is billions of dollars not only

in maintenance and upkeep of facilities that are underutilized or unutilized at all, but also properties that should be in the private market that need to get off of our inventory entirely. So it the management of facilities that currently sit there; it is the transition out of other facilities.

I spoke to someone in one of the agencies not long ago that said they just disposed of a property that took 20 years to dispose of, and it cost \$22 million just in the disposal. That cannot continue to be replicated. We have to be better at this. And so it is one of those areas—I know several of us on the dais have talked about it. It will keep coming back to you as a major priority of how do we streamline the process of Federal property disposal when it is time to dispose of property.

The other issue that has come up several times and you will continue to hear it is the distinction between a lease and buy. When the taxpayer is evaluating which one is better, they want to know which one is more efficient in the use of the Federal taxpayer dollar. When agencies look at it, they are looking at this year's budget and often lease is better for them than buying, because if they leased it, then they can build it into the budget, though it is going to cost a lot more over then 15 years to the taxpayer, and it is a building we are going to hang on to for 30 years. We have to be able to hit that balance. A long-term look rather than just a 1-year focus will be an on going issue. Just to let you know that is going to be an ongoing issue that will keep coming back to you until we can find a way to get this resolved.

The Office of Personnel Management—and this is not a hearing about them, but the recent announcement about what is happening in cybersecurity put a tremendous number of Federal employees and people in the Federal family at risk. It is very important that the IGs have a sense of independence and tenacity that, when they see critical risk areas, they have the communication with this Committee and with Congress and with the agency to not just write a report and assume it is done, but to wave the red flag until the bull comes and just to keep going on it.

We will need at times your tenacity, because there will be moments where this is serious and this affects a lot of lives. Dollars matter. Lives are even more important. So when that time comes, our expectation would be that you would not turn in a report and wash your hands of it, but that you would beat on our door to make sure in all the clutter of all the things that are going on, someone's attention is grabbed to say this one is important. That report can wait until next week. This one needs to be today.

So just know you will have that kind of report with us. Our door will be open to you. We have tremendous respect for the IG community and what they do for the taxpayer. But continue to press on some of those issues so it is not a report and over but it is an ongoing part of it.

So with that, let me ask you one other question. Speaking with Michael Horowitz and others that you have already mentioned, they have done a very good job of maintaining independence and still maintaining a relationship. As you mentioned before, that dual role. The IG's role is not a "gotcha" role to try to embarrass the

agency. It is to help them fix the problem and to develop ideas on what to do and, in their busyness, to be able to resolve it.

So with that, what steps would you recommend that you take and your office puts into place to make sure you maintain your independence, that when it is time to do something hard, you still have the independence to do it? So how do you put boundaries around yourself, I guess, to be able to make sure you maintain that independence?

Ms. OCHOA. You are really asking how it is I can stay true to that mission, and in thinking about that, I think the best I can tell you is that for me it is all about knowing in my core that an IG's job is to be independent, and that if an IG compromises that independence, skews the results of a report for improper reasons, then that IG has utterly lost credibility with her own staff, has lost credibility with Congress, with the agency, and is no longer serving the purpose of the job. And so knowing that and messaging that to the staff at the GSA OIG is something that I take very seriously.

Senator LANKFORD. OK. That is great.

One other comment that I have and question, I guess, with that is the temptation at times that when you get into the inner workings of the machine of an agency, it is all about developing efficiency of the agency, and that is a benefit. You want it to be a great place to work, and you want people that are within the agency to have good morale. They know their voices are being heard, and they know things can get fixed within the agency. But if it is just about making the agency run smoother and not about protecting the taxpayer or the long-term vision of it, then we have lost focus somewhat.

So there is no way really to be able to answer this one way or the other, but I would just challenge you in the days ahead to have something built in place where, if the IG's role becomes more of us greasing the machine rather than actually helping solve the problems or helping protect the taxpayer, that there is a moment to be able to reset, there is a time to be able to evaluate it. Are we spending more time making the machine run better? Are we spending more time protecting the taxpayer and trying to solve long-term issues like the real property issues that remain unsolved for 20 years?

So that is just one of those balance things, I would just encourage you in the days ahead, because it will be tough to be able to get into it.

I think I am the final questioner. Chairman Johnson is trying to get here as well right now. He is coming over from another hearing. I would ask you, if you had final statements or final questions that you would have leaving us. We have already had your opening statement before, but if you have final comments on other issues, we would be pleased to be able to hear those.

Ms. OCHOA. I appreciate that. I feel that with the meetings that I was afforded in advance of this hearing and with this hearing today, I really do not have any other questions for you. I really appreciate the time that has been taken, the speed with which this process proceeded from nomination to the hearing today, and the support that this Committee has strenuously given to the IG community. Thank you for that.

Senator LANKFORD. Well, do not tell the other folks on the nomination process that this has been fast. You need to probably tell them it has been mercilessly slow. [Laughter.]

Because they will be very jealous of the speed that this has come about. Our hope is that this sets a new precedent for how we are moving nominees, that when a nominee comes, especially as qualified as you are in the task, with the references that you have in this task, to be able to expedite that process and to be able to move quickly on it. So hopefully we can get that resolved. We have a few judges that are hanging out there and all kinds of other individuals that are in the flow that we need to get corrected quickly and get us back to work.

So let me say thank you to your family. This is a tough journey for all of you as well to be able to watch this detail as it all unfolds, and so I appreciate your support through this journey. It is not fun. Fortunately, when the job is actually taken on, the job is lots of fun. So there is nothing more fun than the IG community, right? You deal with tender emotions and people who do not like to be challenged on the outside, but the job will actually be tougher than the nomination process in the days ahead. But that will be a different day.

Hold on for just a moment.

[Pause.]

The Chairman is caught up, so I am not going to keep delaying for him on that.

Ms. Ochoa has filed responses to biographical and financial questionnaires, answered prehearing questions submitted by the Committee, and had her financial statements reviewed by the Office of Government Ethics. Without objection, this information will be made a part of the hearing record, with the exception of the financial data, which are on file and available for public inspection in the Committee offices.

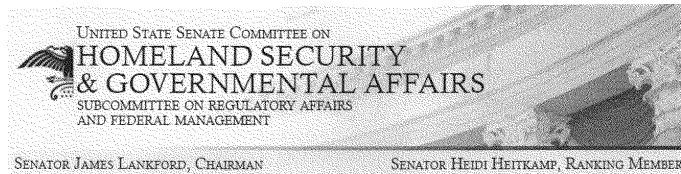
The hearing record will remain open until 5 p.m. tomorrow, June 18, 2015, for the submission of statements and questions for the record.

Without any further questions, this hearing is adjourned.

[Whereupon, at 2:55 p.m., the Committee was adjourned.]

## A P P E N D I X

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June 17, 2015

### Opening Statement of Senator James Lankford

**Homeland Security and Governmental Affairs Subcommittee on Regulatory Affairs  
and Federal Management Hearing**

#### **Nomination for Ms. Carol Ochoa to the position of General Services Administration, Inspector General**

Good afternoon. Today we will consider the nomination of Carol Ochoa for the position of Inspector General of the General Services Administration.

The Offices of the Inspector General were established in 1978 by Congress to protect the integrity of the agencies they serve. Inspectors general do this by rooting out and reporting on waste, fraud and mismanagement, so that agencies may effectively carry out their responsibilities and fulfill their missions in service to the American people.

As frontline watchdogs for the hard working taxpayer, inspectors general play a critical role in congressional oversight. Earlier this month, we stressed the importance of efficiently nominating and confirming competent inspectors general at a Committee hearing. The Committee and my Subcommittee take inspector general nominations incredibly seriously, and so we are pleased to have a strong nominee before us.

Oversight of the General Services Administration requires particular competencies and poses unique challenges. GSA currently oversees \$240 million in taxpayer dollars to provide real estate, acquisition, and technology services to the federal government and American people. If confirmed by the Senate, Ms. Ochoa would be responsible for oversight of several high-profile issues at the agency, including strategic sourcing, federal procurement, management of the agency's real property portfolio, and a variety of IT initiatives.

As we have learned through previous IG investigations including the infamous 2010 GSA Las Vegas conference, oversight of this vast administrative bureaucracy requires an Inspector General that is intelligent, tenacious, objective, and independent. We have found Ms. Ochoa to be exceptionally qualified for the position in these respects.

Ms. Ochoa is a native of Youngstown, Ohio. She received a Bachelor of Arts degree from Miami University, and a law degree from the George Washington University School of Law. After graduation, Ms. Ochoa clerked for Chief Judge Charles Clark on the Fifth Circuit Court of Appeals. After working as a litigation associate at Covington & Burling, Ms. Ochoa served in the United States Attorney's Office for the District of Columbia, as well as for James McKay's Office of Independent Counsel.

In 2002, Ms. Ochoa joined the Department of Justice's Office of the Inspector General, where she served as the Director of the Office's Oversight and Review Division, before her promotion to the position of Assistant Inspector General in the Office's Oversight and Review Division. She has served as the Assistant Inspector General since 2005.

In addition to her impressive resume, Ms. Ochoa exhibits integrity befitting an Inspector General. Subcommittee staff reached out to a variety of Ms. Ochoa's colleagues, who spoke highly of her. They ascribed to Ms. Ochoa characteristics that will serve her, and Congress, well in her position as GSA's Inspector General: intelligence, studiousness, impartiality, objectivity, and a skilled managing style.

Staff from both sides of the aisle had the opportunity to interview Ms. Ochoa on an array of issues, ranging from her past accomplishments to her future priorities at GSA were she to be confirmed as Inspector General. She thoughtfully and competently answered each question to the Committee's satisfaction.

Given that the Committee has found Ms. Ochoa to be eminently qualified to be GSA's Inspector General, I look forward to speaking with her a bit more today on her accomplishments and ideas on how to improve the GSA Office of the Inspector General, as well as GSA at large.

**Nomination Hearing for Carol F. Ochoa  
Nominee for Inspector General, General Services Administration  
Opening Statement for Senator Heidi Heitkamp  
June 17, 2015**

*As prepared for delivery:*

Welcome, Mrs. Ochoa. Mrs. Ochoa, I enjoyed our discussion in my office. I want to thank you for being here today. You have a very impressive résumé, which reflects a commitment to public service that we all can appreciate. People with your accomplishments can choose to do many things and I, for one, am glad that someone like you seeks to use your talents for the betterment of our federal government and the country.

Before I go any further, I want to thank your family. We know that the nomination process takes commitment from not only the nominee, but also from family members, who take the nomination journey with you. The inspector general is a role that will have long hours and require ongoing sacrifice. Thankfully, you have a great support system.

The importance of inspectors general cannot be overstated. In many ways, inspectors general are the unsung heroes of agency oversight and accountability. The American public depends on inspectors general to remain independent and promote greater efficiency and effectiveness within federal agencies.

Offices of Inspectors General provide Congress with valuable insight, which we would otherwise not possess. One of the most important issues often mentioned during the nominations process is how a nominee plans to communicate with Members of Congress. We want to make sure our lines of communication with you work so that we are well-aware of emerging and ongoing issues at the GSA. Mrs. Ochoa, if you're confirmed, we want to be a resource for you and help as needed with moving issues through the pipeline. I want to work with you in making sure that effective agency oversight can occur.

Today, GSA is facing many issues relating to real property disposal, including employee management and acquisitions, just to name a few. We need a strong IG, who will conduct tough and thorough investigations. This kind of leadership will serve all of us—the full Committee, the Regulatory Affairs and Federal Management Subcommittee, and the Administration.

Congress relies heavily on the work of the GSA Inspector General. In this fiscal year, the GSA IG office has put released a number of audit reports on topics ranging from improper payments to vehicle allocation. GSA issues can impact the entire federal government. A strong GSA IG is critical to helping the entire federal government improve, not just GSA.

Mrs. Ochoa, over the last few months, I have been able to review your experience and accomplishments. I believe that your experience as a prosecutor demonstrates an allegiance to fairness and impartiality which will prove invaluable in a system where the number one priority is to ensure that the tax payers' funds are used in an efficient and effective manner. Further, your experience in the Department of Justice's Office of the Inspector General shows your dedication to the justice system. These are all qualities that are needed in a system that is crying out for a reduction in costs and waste.

You come to the Committee highly recommended by NASA's Inspector General, Mr. Paul Martin, and by the Department of Justice's Inspector General, Mr. Michael Horowitz. Former colleagues and supervisors have also sent letters advising the Committee of your skills and talents. Given your statement and background, Mrs. Ochoa, I feel as though you have a true appreciation for reducing waste and improving the effectiveness of the federal government.

I look forward to working with my colleagues to help move your nomination through the Senate. Thank you, again, for being here.



**Statement of Carol Fortine Ochoa**  
*before the*  
**U.S. Senate Committee on Homeland Security and Governmental Affairs**  
*concerning*  
**“Nomination of Carol Ochoa to be Inspector General,  
U.S. General Services Administration”**  
**June 17, 2015**

Chairman Johnson, Ranking Member Carper, Subcommittee Chairman Lankford, Ranking Member Heitkamp, and Members of the Committee:

Thank you for holding this hearing today. I am honored to be nominated to serve as the Inspector General at the General Services Administration (GSA). I very much appreciate the time Members of this Committee and their staffs took to meet with me in advance of this hearing. If confirmed, I look forward to continuing that dialogue.

At the outset, I would like to recognize and thank my family who are here today: my husband Jorge, who is my constant support in all things, and many members of the large and loving Fortine, Ochoa, and Collier families. I am very appreciative to be joined as well by my colleagues from the Department of Justice Office of the Inspector General (OIG), and friends from my days in the U.S. Attorney's Office in the District of Columbia.

In addition, I would like to recognize the staff at the GSA OIG, and in particular Deputy Inspector General Robert Erickson who has ably managed the office over the past year when the agency has been without a confirmed Inspector General.

In this time of pressing need to eliminate waste and cut costs for the American taxpayer, the position of GSA Inspector General is an extremely important one. GSA's extensive real property portfolio and government-wide procurement programs put it at the forefront of addressing federal initiatives to achieve greater savings and cost-avoidance, and the GSA Inspector General has a critical role in ensuring that the taxpayer receives maximum value from GSA's operations.

I am confident that my professional experience has equipped me well for this position. I have spent over 25 years as a federal prosecutor and manager in the Department of Justice Office of the Inspector General.

As an Assistant United States Attorney, I served for over a decade in the Public Corruption Section in the U.S. Attorney's Office for the District of Columbia. There I was entrusted with some of the office's most sensitive cases, including police corruption matters, allegations of obstruction of justice by

high-ranking public officials, and various other fraud and embezzlement matters.

In the Department of Justice Office of the Inspector General, I have been privileged for the past twelve years to head the Oversight & Review Division, which is responsible for conducting the most complex, sensitive, and broad-ranging investigations and reviews of Department of Justice operations and personnel, many of them classified matters involving the Department's use of national security authorities.

I have benefited tremendously from working closely with two highly respected Inspectors General: Department of Justice Inspector General Michael Horowitz and his predecessor, Glenn Fine. Their leadership, and the work of my extremely talented colleagues at the OIG, has resulted in an IG's office with a strong and well-deserved reputation for independence and objectivity. I believe those qualities are absolutely essential for a successful Inspector General, and if confirmed I would commit to ensuring that under my leadership the GSA OIG will be independent, objective, and as transparent as possible in everything we do.

My experience has also given me a keen appreciation for the statutory dual reporting requirement for Inspectors General. If confirmed, I would strive to maintain open and productive lines of communication with Congress and GSA leadership.

I have a strong memory that when I was sworn in as an Assistant United States Attorney, the U.S. Attorney emphasized Justice Sutherland's admonition that a prosecutor's role is not to win cases but to serve justice, and that a prosecutor may strike hard but not foul blows. Those words were foundational in my development as a prosecutor, and that standard of fairness and impartiality has guided me as well in my work with the Office of the Inspector General. Simply put, I am used to following the facts wherever they lead, closely analyzing their fit with law and policy, and making conclusions based solely on and drawn fairly from those findings. That is the mindset I would bring to this job if confirmed.

Thank you for your consideration, and I look forward to answering any questions that you may have.

REDACTED

## HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

### 1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
Name of Position	Date of Nomination
Inspector General for the General Services Administration	March 11, 2015

<i>Current Legal Name</i>			
First Name	Middle Name	Last Name	Suffix
Carol	Ann	Fortine Ochoa	

<i>Addresses</i>					
Residential Address (do not include street address)			Office Address (include street address)		
			Street: 1425 New York Avenue, N.W.		
City: Arlington	State: VA	Zip: 22207	City: Washington	State: District of Columbia	Zip: 20005

<i>Other Names Used</i>						
First Name	Middle Name	Last Name	Suffix	Check if Adopted Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Carol	Ann	Fortine		x	birth <span style="float: right;">Est <input type="checkbox"/></span>	June 2001 <span style="float: right;">Est <input type="checkbox"/></span>
					<span style="float: right;">Est <input type="checkbox"/></span>	<span style="float: right;">Est <input type="checkbox"/></span>

<i>Birth Year and Place</i>	
<b>Year of Birth</b> (Do not include month and day.)	<b>Place of Birth</b>
1958	Youngstown, Ohio

<i>Marital Status</i>					
<b>Check All That Describe Your Current Situation:</b>					
<b>Never Married</b> <input type="checkbox"/>	<b>Married</b> <input checked="" type="checkbox"/>	<b>Separated</b> <input type="checkbox"/>	<b>Annulled</b> <input type="checkbox"/>	<b>Divorced</b> <input type="checkbox"/>	<b>Widowed</b> <input type="checkbox"/>

<i>Spouse's Name</i> (current spouse only)			
<b>Spouse's First Name</b>	<b>Spouse's Middle Name</b>	<b>Spouse's Last Name</b>	<b>Spouse's Suffix</b>
Jorge	Eduardo	Ochoa	

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

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

## 2. Education

List all post-secondary schools attended.

<u>Name of School</u>	<u>Type of School</u> (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	<u>Date Began School</u> (month/year) (check box if estimate)	<u>Date Ended School</u> (month/year) (check box if estimate) (check "present" box if still in school)	<u>Degree</u>	<u>Date Awarded</u>
Miami University, Oxford, Ohio	University	Est <input type="checkbox"/> August 1976	Est <input type="checkbox"/> Present <input type="checkbox"/> May 1980	B.A.	May 1980
George Washington University Law School	Law school	Est <input type="checkbox"/> August 1980	Est <input type="checkbox"/> Present <input type="checkbox"/> May 1983	J.D.	May 1983
		Est <input type="checkbox"/>	Est <input type="checkbox"/> Present <input type="checkbox"/>		
		Est <input type="checkbox"/>	Est <input type="checkbox"/> Present <input type="checkbox"/>		

### 3. Employment

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

<u>Type of Employment</u> (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other Federal employment, State Government (Non- Federal Employment), Self- employment, Unemployment, Federal Contractor, Non- Government Employment (excluding self-employment), Other	<u>Name of Your Employer/ Assigned Duty Station</u>	<u>Most Recent Position Title/Rank</u>	<u>Location</u> (City and State only)	<u>Date Employment Began</u> (month/year) (check box if estimate)	<u>Date Employment Ended</u> (month/year) (check box if estimate) (check "present" box if still employed)
Other Federal Employment	The Honorable Charles C. Clark, Chief Judge, U.S. Court of Appeals for the Fifth Circuit	Law Clerk	Jackson, MS	Est <input type="checkbox"/> August 1983	Est <input type="checkbox"/> August 1984
Non-Government Employment*	The Law Firm of Covington & Burling	Litigation Associate	Washingt on, DC	Est <input type="checkbox"/> November 1984	Est <input type="checkbox"/> January 1989
Other Federal Employment	Office of Independent Counsel James C. McKay	Associate Independent Counsel	Washingt on, DC	Est <input type="checkbox"/> February 1987	Est <input type="checkbox"/> January 1989
Other Federal Employment	U.S. Attorney's Office for the District of Columbia	Assistant United States Attorney	Washingt on, DC	Est <input type="checkbox"/> January 1989	Est <input type="checkbox"/> December 2002
Other Federal Employment	Department of Justice Office of the Inspector General	Director, Office of Oversight and Review  Assistant Inspector General, Oversight and Review Division	Washingt on, DC	Est <input type="checkbox"/> December 2002  2005 (est)	Est <input checked="" type="checkbox"/> 2005  present

\*I also worked as a summer associate for two firms while in law school: Brown & Rody in Washington, D.C. (Summer of 1981) and Sullivan & Cromwell in New York, New York (Summer of 1982). In addition, I was unemployed and traveling between the end of my clerkship in August 1984 and the beginning of my tenure with Covington & Burling in November 1984.

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

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
N/A		Est <input type="checkbox"/>	Est <input type="checkbox"/> Present <input type="checkbox"/>
		Est <input type="checkbox"/>	Est <input type="checkbox"/> Present <input type="checkbox"/>
		Est <input type="checkbox"/>	Est <input type="checkbox"/> Present <input type="checkbox"/>

#### **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. N/A

(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. N/A

#### **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.

- Significant awards while at DOJ include: Intelligence Community Inspector General Collaboration Award (2014), Attorney General's Distinguished Service Awards (2009 and 2007), Inspector General's Honor Award (2008), and Executive Office for U.S. Attorneys Director's Award for Superior Performance (1996).
- G.W. Law School: Merit scholarship 1981-83; J.D. with highest honors 1983 (graduated 3<sup>rd</sup> in class); Senior Articles Editor, *The George Washington Law Review*; Van Vleck Moot Court Champion (1981)
- Miami University: Phi Beta Kappa, Mortar Board (1980)

#### **6. Memberships**

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

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

<u>Name of Organization</u>	<u>Dates of Your Membership</u> (You may approximate.)	<u>Position(s) Held</u>
D.C. Bar Association	1985 to present	Member
Christ Church, Georgetown, Altar Guild	2011 to present	Member

#### **7. Political Activity**

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

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




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

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

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

<u>Name of Recipient</u>	<u>Amount</u>	<u>Year of Contribution</u>
N/A		


#### 8. Publications and Speeches

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

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
The Commerce Clause and Federalism: Implications for State Control of Natural Resources	The George Washington Law Review (50 Geo. Wash. L. Rev. 601)	May 1982


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

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
N/A		


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

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
N/A		


### 9. Criminal History

Since (and including) your 18<sup>th</sup> birthday, has any of the following happened? No.

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than \$300 and did not include alcohol or drugs.)
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official?
- Have you been charged, convicted, or sentenced of a crime in any court?
- Have you been or are you currently on probation or parole?
- Are you currently on trial or awaiting a trial on criminal charges?
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation?

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

- A) Date of offense:
- a. Is this an estimate (Yes/No):
- B) Description of the specific nature of the offense:
- C) Did the offense involve any of the following?
- 1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: **Yes / No**
  - 2) Firearms or explosives: **Yes / No**
  - 3) Alcohol or drugs: **Yes / No**
- D) Location where the offense occurred (city, county, state, zip code, country):
- E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official: **Yes / No**
- 1) Name of the law enforcement agency that arrested/cited/summoned you:
  - 2) Location of the law enforcement agency (city, county, state, zip code, country):
- F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: **Yes / No**
- 1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):
  - 2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:
  - 3) If no, provide explanation:
- G) Were you sentenced as a result of this offense: **Yes / No**
- H) Provide a description of the sentence:
- I) Were you sentenced to imprisonment for a term exceeding one year: **Yes / No**
- J) Were you incarcerated as a result of that sentence for not less than one year: **Yes / No**
- K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated:
- L) If conviction resulted in probation or parole, provide the dates of probation or parole:

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

N) Provide explanation:

### 10. Civil Litigation and Administrative or Legislative Proceedings

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

No.

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

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? No. 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. I provided a witness statement in an employment discrimination matter FBI employee Bassem Youssef filed against the FBI with the FBI Office of Equal Employment Opportunity. I never saw the complaint, but was told by the FBI's EEO investigator that one of the employee's complaints was that he was subjected to discrimination, a hostile work environment, and reprisal for his prior participation in protected EEO activity when, among other things, he was made a subject of a DOJ OIG investigation concerning the FBI's use of "exigent letters." Because the exigent letters investigation was conducted by the Oversight & Review Division, as head of the Division I provided a witness statement in October 2010 to the FBI agent who investigated the employee's complaint. My statement described why the employee was a subject of the OIG investigation and also provided information, not based on my own personal knowledge, about communications between the employee's attorney and the OIG's Office of General Counsel regarding a nondisclosure agreement in connection with his interview in the matter. I do not know when the action was filed and I was not informed of the results of the action. I believe the employee has since retired from the FBI.



<u>Date Claim/Suit Was Filed</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>
Don't know	FBI Office of Equal Employment Opportunity Affairs	FBI employee Bassem Youssef, FBI	Employment discrimination and reprisal	Don't know

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

#### **11. Breach of Professional Ethics**

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? No. Exclude cases and proceedings already listed.

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

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(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

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

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

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

#### 15. Agreements or Arrangements

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

As of the date of filing your OGE Form 278, report your agreements or arrangements for:  
(1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred

compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

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

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

#### **16. Additional Financial Data**

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

**REDACTED**

REDACTED

SIGNATURE AND DATE

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

  
\_\_\_\_\_

This 24<sup>th</sup> day of Apr, 2015

UNITED STATES OFFICE OF  
GOVERNMENT ETHICS**REDACTED**

MAR 20 2015

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


Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Carol Fortine Ochoa, who has been nominated by President Obama for the position of Inspector General, General Services Administration.

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

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

Sincerely,



David J. Apol  
General Counsel

Enclosures **REDACTED**

March 12, 2015

Kris E. Durmer  
Designated Agency Ethics Official  
General Services Administration  
Office of General Counsel  
1800 F Street, NW  
Washington, DC 20405

Dear Mr. Durmer:

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 Inspector General of the General Services Administration (GSA).

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

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

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

Sincerely,



Carol Fortine Ochoa



**U.S. Senate Committee on Homeland Security and Governmental Affairs  
Pre-hearing Questionnaire  
For the Nomination of Carol Fortine Ochoa to be  
Inspector General, General Services Administration**

**I. Nomination Process and Conflicts of Interest**

1. Why do you believe the President nominated you to serve as the Inspector General (IG) of the General Services Administration ("GSA")? **I believe I was nominated because of my experience as a senior executive in the Department of Justice Office of the Inspector General (DOJ OIG), as well as my career experience as a federal prosecutor.**
2. Were any conditions, expressed or implied, attached to your nomination? **No.** If so, please explain.
3. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? **No.** If so, please explain the procedures and/or criteria that you will use to carry out such a recusal or disqualification.
4. What specific background and experience affirmatively qualify you to be Inspector General? **As the head of the DOJ OIG's Oversight & Review Division, I have extensive experience leading a multidisciplinary group of attorneys, law enforcement agents, program analysts, and other professionals responsible for conducting special reviews and investigations of Department of Justice programs and personnel. In addition, as an Assistant United States Attorney (AUSA) in the U.S. Attorney's Office for the District of Columbia, I developed substantial experience in conducting complex investigations and prosecutions of fraud and public corruption.**
5. Have you made any commitments with respect to the policies and principles you will attempt to implement as Inspector General? **No.** If so, what are they, and to whom were the commitments made?

**II. Background of the Nominee**

6. Please describe the type of work you did as an associate at Covington & Burling. **At Covington and Burling, I was a general litigation associate. I worked with law firm partners on a variety of assignments, including an investigation of government procurement fraud, litigation concerning liability for environmental contamination, and pro bono criminal matters.**

7. Please list the division(s) you worked for at the U.S. Attorney's Office for the District of Columbia and describe the type of work you did for each. **During my first three years as an AUSA, I served in various rotational positions in the Superior Court Division of the office, where I prosecuted misdemeanor and felony offenses ranging from simple assault to robbery and second-degree murder. I also served during this period in the Narcotics Section of the office's Criminal Division, where I prosecuted federal narcotics offenses. In 1992, I was assigned to the Public Corruption Section (later named the Fraud and Public Corruption Section) of the office's Criminal Division, where I remained until I joined the OIG in 2002. I handled a variety of federal offenses while in the Public Corruption Section, including an undercover investigation and prosecution of twelve Metropolitan Police Department officers for narcotics and conspiracy offenses; the prosecution of a Federal Bureau of Investigation official for obstruction of justice in the "Ruby Ridge" investigation; and the investigation and prosecution of several officials in an international labor union for embezzlement, conspiracy, and false statements.**
8. During your time at the U.S. Attorney's Office for the District of Columbia, did you have any significant interaction with the U.S. Attorney? If so, please briefly describe the general nature of those interactions. **At various times throughout my tenure in the U.S. Attorney's Office, I had periodic meetings and discussions with the relevant U.S. Attorney regarding significant investigations I was handling in the office. For example, I provided briefings to the U.S. Attorney in a matter involving the forgery of bond forfeiture set-aside orders in Superior Court case files; in the police corruption investigation described in the answer immediately above; and in the "Ruby Ridge" investigation also described above.**
9. What lessons, if any, did you learn working at the Office of Independent Counsel that prepared you for work at the Department of Justice Office of the Inspector General? **At the Office of the Independent Counsel, as at the U.S. Attorney's Office, I learned that the bedrock for maintaining public trust in prosecutorial decisions is the willingness to follow the evidence wherever it leads and the integrity always to make charging decisions fairly and impartially.**
10. What led you to leave the U.S. Attorney's Office and accept a position at the Department of Justice Office of the Inspector General? **I was attracted by the mission of the OIG, the role of the OIG's Office of Oversight and Review, and the opportunity to take on a management position.**
11. You have been at the Department of Justice Office of the Inspector General for over 12 years. Please briefly describe your tenure within the office, including any key transitions in location or responsibilities or both. **Throughout my tenure at the DOJ OIG, I have been the senior executive leader of a multidisciplinary group of attorneys, agents, analysts, and other professionals responsible for conducting special reviews and investigations of Department of Justice programs and officials. When I was hired in late 2002, the group was called the Office of Oversight & Review (O&R), my title was Director, and the office was located in the Main Justice building on**

Pennsylvania Ave., N.W. At the time, O&R was a small team of lawyers, analysts, and agents accustomed to staffing projects by hiring lawyers on temporary detail from elsewhere in the Department. The then Inspector General asked me to grow the office into a full-fledged division comprised of a larger permanent staff. As I met that goal, in 2005 the group was re-named the Oversight & Review Division (O&R) and my title was changed to Assistant Inspector General. As the size of the division increased, we outgrew our space in the Main Justice building and in 2007 moved to join other OIG divisions at our building on New York Avenue, N.W.

12. During your time at the Department of Justice Office of the Inspector General, did you have any significant interaction with the Department of Justice Attorney General, Deputy Attorney General, or senior officials in the Office of Legislative Affairs and Office of Legal Counsel? If so, please name those officials and briefly describe the general nature of those interactions. **At various times throughout my tenure, I have participated with the Inspector General and other OIG personnel in meetings with the Attorney General or Deputy Attorney General. For example, I participated in meetings with Attorney General Alberto Gonzales, Deputy Attorney General Paul McNulty, Deputy Attorney General David Ogden, Deputy Attorney General James Comey, and Deputy Attorney General James Cole regarding matters related to O&R reports. In addition, I have had conversations and meetings with OLC personnel, including Deputy Assistant Attorney General John Bies and Special Counsel Paul Colborn, regarding OIG access to Department documents.**
13. During your time at the Department of Justice Office of the Inspector General, did you have any significant interaction with the Inspector General? If so, please briefly describe those interactions. **Given the nature of my position, throughout my tenure I have had frequent, often daily, interaction with the Inspector General on a wide range of matters, including issues arising in OIG reviews and investigations, issues concerning the OIG's access to Department documents, intake matters, responses to congressional requests, and preparation of the Inspector General's written and oral testimony to Congress.**
14. While you were the director at the Department of Justice Office of the Inspector General Office of Oversight and Review, to your knowledge, did a colleague, subordinate, or supervisor ever call into question the impartiality of your office, or any particular individual therein? **Not to my knowledge.** If so, please briefly explain the circumstances, and how you handled these claims.
15. What experience, if any, do you have in either directly managing or overseeing the core management functions of an organization (human capital, acquisitions, information technology, and financial management)? **As the Assistant Inspector General for O&R, I have overseen the full range of management functions of the division, including the hiring, training, and management of attorneys, agents, program analysts, paralegal specialists, IT specialists, and administrative and transcription specialists; budget management; the procurement of investigative equipment and supplies; and the identification, procurement, and use of information technology.**

### **III. Role and Responsibilities of the GSA Inspector General**

16. How do you view the role of the Inspector General as well as the Office of Inspector General at GSA? **The role of the Inspector General, including that of the GSA Office of the Inspector General, is to provide independent and objective oversight of agency programs and personnel to prevent and detect fraud, waste, and abuse of government resources, and to promote economy, efficiency and effectiveness in agency operations.**
17. If confirmed as GSA Inspector General, how do you plan on ensuring the independence and impartiality of your office? **If confirmed, I would continue to adhere to the high standards of independence and impartiality that I have adhered to at the Department of Justice Office of the Inspector General.**
18. If confirmed, what will be the immediate highest priority issues that you expect to address? **From the outside looking in, I would expect if confirmed to encounter issues arising from the high volume of taxpayer funds flowing through GSA's acquisitions services; issues arising from GSA's management of its real property portfolio, particularly in light of directives to reduce the federal footprint and lead sustainability efforts; issues related to managing a mobile workforce; and issues concerning planning, developing and implementing IT systems. Please describe the process you would implement in establishing the OIG's immediate highest priority issues for GSA? If confirmed, I would consult with the experts inside the GSA OIG – its executives, managers, and personnel – before setting the immediate highest priorities. I would also seek input from the GSA Acting Administrator and Congressional oversight officials to learn about issues of concern to them. What longer-term goals would you like to achieve in your tenure as GSA Inspector General? If confirmed, before setting long-term goals I would spend time working with GSA OIG personnel and programs, assessing GSA operations, and evaluating how the OIG's resources can best be used to provide maximum value to the taxpayer.**
19. What do you anticipate being the greatest challenges you would face as Inspector General in comparison to previous jobs, and how would you seek to prepare for those challenges? **I believe that serving as the head of an organization is inherently more challenging than supporting the head in an executive capacity. My experience in a key leadership role in the DOJ OIG has helped prepare me for the role, and as further preparation I have consulted, and expect to continue to consult, with several strong current and former Inspectors General who have generously provided me with their time and advice.**
20. What do you believe are the qualities of an effective manager? **Integrity, professionalism, open and honest communication, engagement, and decisiveness.**
  - a. How would you describe your management style? **Inclusive and engaged.**

- b. What are the most important lessons you have learned about management in previous management positions you have held? **That management is about people.**
  - c. What qualities do you look for in assembling a management team? **I look for people of integrity who have strong communication skills and who have talents and expertise that complement my own.**
  - d. What is your approach to delegating work and responsibilities to others? **I seek to delegate as much as appropriate in order to make room for subordinates to flourish and for me to focus on communicating vision and goals and setting the tone of the office.**
21. If confirmed as Inspector General, how would you handle disciplinary issues? **For those OIG employees suspected of misconduct who are not subject to investigation by the Integrity Committee of the Council of the Inspectors General on Integrity and Efficiency, the disciplinary model I am familiar with and would expect to follow is to assign an appropriate internal component to investigate the alleged misconduct. The findings would then be provided for disciplinary decision to internal proposing and deciding officials.**
- a. How would you respond to underperforming individuals within your office and the agency at large? **I would expect to oversee use of the full range of performance management tools, such as written performance plans, progress reviews and evaluations, counseling, and performance improvement plans, with the goal of raising the employee's performance to the expected level, or, in cases where performance remains unsuccessful despite the use of those tools, to remove the unsuccessful employee from the OIG.**
  - b. Please explain your views on putting an employee on paid administrative leave pending an investigation or disciplinary action. **I believe that when an investigation results in a finding of significant misconduct that calls into question the suitability of the employee to remain in the workplace or perform the duties of their public trust position, administrative leave is appropriate pending the disciplinary decision. For the good of the organization and the taxpayers, periods of paid administrative leave should be kept as short as possible.**
22. Do you believe there is any tension between the need to issue high quality reports and the need to issue those reports in a timely manner so as to ensure findings and recommendations remain relevant? If so, how would you seek to balance those potentially conflicting requirements? **Yes, there is often a tension between those two needs. If confirmed, I expect to oversee use of a variety of methods that I have used in my current position to balance those competing needs, including setting aggressive timetables for projects, prioritizing the use of division and other OIG resources, reassessing priorities as necessary, using technology to assist in evidence**

collection and analysis, seeking to avoid “scope creep,” reminding employees that the perfect is the enemy of the good, and working long hours when necessary to bring a high-priority project across the finish line in a timely manner.

23. If confirmed, how do you plan to keep the Acting Administrator (or Administrator when new leadership is confirmed) informed about issues identified by your office? How do you foresee your working relationship with the Acting Administrator (or Administrator when new leadership is confirmed) and other GSA leadership? **If confirmed, I look forward to establishing open lines of communication with the (Acting) Administrator.**
24. In addition to uncovering waste, fraud, and abuse within the executive branch, Inspectors General can play an important role in helping agencies avoid problems rather than just auditing for mistakes after the fact.
  - a. Do you believe an Inspector General should take this more pro-active role, which necessarily requires a more collaborative relationship with agency managers, while also serving as the independent watchdogs who expose agency mismanagement? **Seeking to assist the agency to avoid problems falls within the IG’s function of preventing fraud, waste, and abuse and promoting efficiency and economy. However, the manner of such assistance must not undermine the independence of the Office of the Inspector General.**
  - b. If confirmed, how would you balance the two approaches? **I would seek to ensure that any efforts to provide such assistance do not undermine the independence of the Office of the Inspector General.**
  - c. What role should the Inspector General play in identifying effective programs or best practices within GSA that, if replicated, could promote increased efficiencies or improved mission performance? **The OIG should play a valuable role in making recommendations, based on the findings of its audits, investigations, and reviews, designed to increase efficiencies and improve performance.**
25. Inspectors General are required by law to report their findings to Congress, as well as to executive branch officials. Inspectors General also routinely provide testimony at hearings on key issues of concern. If confirmed, what additional methods, if any, would you take to ensure timely and effective communications with Congress? **As with the GSA Administrator, I would seek to have open lines of communication with Congress.**
26. More generally, what kind of relationship would you envision between your office and Congress? What role should Congress play in setting priorities for the OIG? **As I mentioned in an earlier response, if confirmed, in setting priorities for the OIG I would seek input from both Congress and the GSA Administrator regarding issues of interest to them.**

27. Inspectors General are required by Section 5 of the Inspector General Act of 1978 as amended to report "serious or flagrant problems, abuses, or deficiencies" to Congress through "seven-day letters."
- Do you view this as an important tool at the Inspector General's disposal? Why or why not? **Yes, I view this as an important tool as it provides a path toward potentially earlier resolution of such issues.**
  - If confirmed as Inspector General, how would you define "serious or flagrant problems?" **I do not have enough information yet to define this in connection with GSA operations.**
  - In your view, what types of problems would rise to the level of "serious or flagrant?" Please provide examples. **As noted above, I do not have enough information yet to define this in connection with GSA operations.**
28. Inspectors General are required by law to publish their reports or audits on their websites not later than 3 days after it is made public. Some offices have interpreted this to mean they only need to publish the report or audit if it is made public through a FOIA request or some similar means. If confirmed, how would you handle posting reports and audits on the website? **If confirmed, I would strive for maximum transparency, while complying with applicable limitations on the public release of classified or sensitive information.**
29. Inspectors General from time to time make recommendations to the agency as a part of their report, audit, or investigation.
- If confirmed, would you ensure that all such recommendations be provided directly to the Acting Administrator (or Administrator when new leadership is confirmed)? **Yes.**
  - How would you handle a situation where GSA has not responded to, or implemented your recommendations within a reasonable time period? **I would expect to use a variety of methods to achieve implementation, including dialogue with the Administrator and follow-up reports as necessary.**
30. Do you intend to alert Congress to problems at GSA that are caused by, or partly caused by, a lack of resources or a lack of statutory authority? **Yes, I would expect to include any such findings in OIG reports.**
31. If confirmed as Inspector General, you would be charged with achieving a balance among conflicting demands on your resources, including fulfilling statutory and other obligations, responding to direct requests from Congress, and furthering your own priorities. How would you strive to achieve the appropriate balance among these competing demands? **If confirmed, I would work with OIG personnel to set priorities, allocate resources, and adjust both as necessary to best meet competing demands.**

32. The Government Accountability Office (GAO) also does extensive auditing and evaluation work of agencies. What policy or operational mechanisms do you believe should be adopted to coordinate OIG and GAO work, prevent work duplication and overlap where possible, and avoid gaps in coverage of important mission area programs? **I believe the OIG and GAO should maintain an ongoing dialogue about pending and anticipated projects in order to reduce duplication and avoid gaps in coverage.**
33. As the GSA Inspector General, what measures would you use to determine whether your office is successful? **As a starting point, I would look to the performance measures established in the GSA OIG Strategic Plan. I would also evaluate whether different or additional measures are necessary to ensure maximum value to the taxpayer.**

#### IV. Policy Questions

##### *General Services Administration*

34. In your view, what are the critical challenges facing GSA? **As mentioned in response to an earlier question, I would expect if confirmed to encounter issues arising from the high volume of taxpayer funds flowing through GSA's acquisitions services; issues arising from GSA's management of its real property portfolio, particularly in light of directives to reduce the federal footprint and lead sustainability efforts; issues related to managing a mobile workforce; and issues concerning planning, developing and implementing IT systems.**
- a. Of the critical challenges you noted above, what are the highest priority issues, and how would you address these issues as Inspector General? **I do not have adequate information to answer this question yet. If confirmed, I will carefully evaluate challenges and priorities and use all the tools at my disposal as the Inspector General to address them.**
35. What role, if any, do you think the OIG should play in determining whether the fees charged by GSA for its services are reasonable? **I do not have adequate information to answer this question, but will give it careful consideration if confirmed as IG.**
36. Congress has encouraged the Federal Government to dispose of vacant and underutilized space as well as consolidate space.
- a. What do you believe is the appropriate role of the GSA Inspector General with respect to real property oversight? **I believe the GSA OIG should use all the tools at its disposal to detect and prevent fraud, waste and abuse and improve efficiencies in GSA's management of its real property operations.**
- b. What, if any, reforms would you suggest to reduce GSA's real property footprint? **I do not have adequate information to answer this question. If confirmed, I look forward to evaluating this issue.**



37. GSA has broad responsibility for effectively managing federal real property. However, GAO has included federal real property management on its High Risk list each year since 2003. One area on which GAO has reported extensively is the GSA-maintained database of agencies' inventories of their real property, the Federal Real Property Profile (FRPP). According to GAO, inconsistent reporting by federal agencies raises questions about the FRPP's accuracy and reliability. What role do you believe the GSA Office of Inspector General could play in ensuring that the FRPP is reporting accurate inventories of federal real property to assist in disposing of excess, underutilized, or surplus properties? **As mentioned above, I believe the GSA IG should use all the tools at its disposal to prevent and detect fraud, waste and abuse and improve efficiencies in GSA's management of its real property operations. However, I do not have enough information to assess how best the OIG can address this particular issue. I will give this careful consideration if confirmed as IG.**
38. GAO has identified increased use of strategic sourcing as a means of saving tens of billions of dollars in Federal procurement spending. Yet, use of strategic sourcing remains low in many agencies.
- a. What do you believe is the appropriate role of the GSA Inspector General with respect to increasing the use of strategic sourcing across the Federal Government? **I believe the OIG should use the full range of tools at its disposal to address issues arising from GSA's acquisition programs. I do not have adequate information to provide a more specific answer concerning how the GSA OIG should address the issue of strategic sourcing.**
  - b. What, if any, reforms would you suggest to increase the use of strategic sourcing? **I do not have adequate information to make this assessment. I look forward to considering this issue if confirmed.**
39. GSA has taken steps to improve transparency, minimize price volatility, and reduce duplicative contracts in Federal procurement through the use of Category Management, which is a strategy for dividing the federal marketplace into categories of commonly purchased items and developing a government-wide approach for each. Under this initiative, GSA is also developing a Common Acquisition Platform which will provide contracting officers with comprehensive information on contract vehicles, market trends, and transactional data. What role should the GSA OIG play in evaluating GSA's efforts and ensuring their success? **Category Management is a complex initiative that I do not yet have adequate information to assess. If confirmed as IG, I will give careful consideration to this issue.**
40. In 2008, GSA launched an initiative called the System for Award Management/Integrated Acquisition Environment (SAM/IAE) to integrate the multiple electronic systems used for awarding and administering federal financial assistance (i.e., grants and loans) and contracts. The effort soon experienced major performance

shortcomings, cost overruns and schedule delays. GSA has since restructured the program. What role should the OIG play in monitoring implementation of the revised plan for SAM/IAE? **I do not have adequate information to answer this question, but will give it careful consideration if confirmed as IG.**

41. GSA is in the process of developing a new suite of contracts referred to as Network Services 2020 (NS2020), which will replace the existing Networx contracts, through which federal agencies purchase telecommunications services. GSA awarded the Networx contracts in 2007, and the transition to the new contracts by federal agencies took three years longer than planned. GSA has already announced an extension of the Networx contracts, out of recognition that NS2020 will not be in place by the time the Networx contracts were originally set to expire in 2017. What oversight can the OIG provide in the relatively early stages of an initiative such as NS2020 in order to identify challenges early on? **Other than to note that sequential audits can be an effective tool in evaluating complex procurements, I do not have adequate information to answer this question. I look forward to considering this issue if confirmed as IG.**
42. GSA plays an important role in both overseeing (as a member of the Data Center Consolidation Task Force) and assisting agencies with their efforts under the Federal Data Center Consolidation Initiative (FDCCI).
  - a. What role should the GSA OIG play in assessing GSA's leadership in the FDCCI? **I do not have adequate information to answer this question. If confirmed as IG, I will give careful consideration to this issue.**
  - b. In addition, what role should the GSA OIG play in assessing GSA's own progress with respect to data center consolidation? **I do not have adequate information to answer this question. If confirmed as IG, I will give careful consideration to this issue.**
43. There have been numerous documented instances of misuse of GSA SmartPay charge cards by federal employees. What role will the GSA OIG play in investigating abuse of taxpayer funds through such cards? **The GSA OIG has an important role in preventing and detecting misuse of taxpayer funds, and I look forward to continuing its audits and investigations of government charge card abuse.**
44. The AbilityOne program provides important employment opportunities for people who are blind or severely disabled through federal procurements of goods and services from non-profits employing these individuals. The Committee has received numerous complaints about instances of non-compliance by GSA (and its authorized vendors) with requirements of the program. What role should the GSA OIG play in reviewing these concerns? **If confirmed, I look forward to learning more about these complaints and evaluating the GSA OIG's role in addressing them.**

45. How do you view the OIG's role in continuing the effective administration of Human Resources Shared Services? **I do not have adequate information to answer this question, but will give it careful consideration if confirmed.**
46. Under the Office of Management and Budget's shared services initiative, GSA provides services to the federal government. As GSA OIG, how would you ensure that these shared services are cost-effective? **I do not have adequate information to answer this question, but will give it careful consideration if confirmed.**

**V. Relations with Congress**

47. Do you agree without reservation to respond to any reasonable request or summons to appear and testify before any duly constituted committee of Congress if you are confirmed? **Yes.**
48. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed? **Yes.**

**VI. Assistance**

49. Are these answers your own? Have you consulted with GSA or any other interested parties? If so, please indicate which entities. **These are my own answers. I have not consulted with GSA or any other interested parties in formulating them.**

I, Carol F. Ochoa, 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.

Carol F. Ochoa  
(Signature)

This 26<sup>th</sup> day of April, 2015

**U.S. Senate Committee on Homeland Security and Governmental Affairs  
Pre-hearing Questionnaire  
For the Nomination of Carol Fortine Ochoa to be  
Inspector General, General Services Administration**

*Supplemental Responses to Policy Questions*

**IV. Policy Questions**

*General Services Administration*

34. In your view, what are the critical challenges facing GSA?

**As mentioned in response to an earlier question, I would expect if confirmed to encounter issues arising from the high volume of taxpayer funds flowing through GSA's acquisitions services; issues arising from GSA's management of its real property portfolio, particularly in light of directives to reduce the federal footprint and lead sustainability efforts; issues related to managing a mobile workforce; and issues concerning planning, developing and implementing IT systems.**

a. Of the critical challenges you noted above, what are the highest priority issues, and how would you address these issues as Inspector General?

**I note that all of these issues are included in the GSA OIG's most recent summary of major management challenges facing the GSA. Certainly a top priority in GSA's management of both its acquisitions and real property portfolios is to effectively address government-wide initiatives to achieve greater savings and cost-avoidance. My approach to prioritizing sub-issues in these areas would be to consider the risks presented by the conduct at issue and the dollar amounts at stake. I would also welcome input from GSA leadership and this Committee about their views of the most critical challenges and how the OIG can best use its resources in addressing them.**

35. What role, if any, do you think the OIG should play in determining whether the fees charged by GSA for its services are reasonable?

**Evaluating the reasonableness of the fees charged by the GSA for its services falls within the OIG's core mission of avoiding waste and abuse and promoting economy and efficiency in agency operations. In determining whether and what OIG resources should be devoted to examining this issue, I would consider the current criteria GSA uses to establish its fee structure and permitted uses of fee revenues, the controls GSA has implemented to ensure that the fee rates and uses remain reasonable over time, any instances of noncompliance with the controls, and any complaints that the fees or uses of fee revenues are not reasonable.**

36. Congress has encouraged the Federal Government to dispose of vacant and underutilized space as well as consolidate space.

- a. What do you believe is the appropriate role of the GSA Inspector General with respect to real property oversight?

**GSA's real property inventory of federal and leased building is extensive and costly. One of its top management challenges in managing the inventory is to address the federal government's focus on freezing the federal footprint, disposing of unneeded and surplus property, and making better use of remaining real property holdings. The GSA OIG has an important role in conducting independent and objective oversight of GSA's efforts in this area in order to help ensure the achievement of these initiatives.**

- b. What, if any, reforms would you suggest to reduce GSA's real property footprint?

**From what I have read so far, GSA is working with agencies to develop plans to reduce and consolidate federal space and to anticipate future requirements, and the GSA OIG has identified planned audits on the topics of vacant space in leased buildings and GSA's energy savings performance contracts. If confirmed, I would welcome the opportunity to discuss this issue further with the Committee and GSA leadership and to consider the ongoing audits before suggesting specific recommendations and further OIG work in this area.**

37. GSA has broad responsibility for effectively managing federal real property. However, GAO has included federal real property management on its High Risk list each year since 2003. One area on which GAO has reported extensively is the GSA-maintained database of agencies' inventories of their real property, the Federal Real Property Profile (FRPP). According to GAO, inconsistent reporting by federal agencies raises questions about the FRPP's accuracy and reliability. What role do you believe the GSA Office of Inspector General could play in ensuring that the FRPP is reporting accurate inventories of federal real property to assist in disposing of excess, underutilized, or surplus properties?

**An accurate and reliable inventory of federal real property is essential for GSA's management of the properties and its monitoring of federal agencies' compliance with initiatives to freeze the federal footprint and dispose of surplus properties. From what I have read, GAO has been helpful in highlighting this issue and is continuing to monitor GSA's and the Federal Real Property Council's efforts to implement a plan to improve the FRPP. If confirmed, I would seek to coordinate with the GAO and GSA leadership to help ensure that GSA makes progress in solving the problems with the FRPP.**

38. GAO has identified increased use of strategic sourcing as a means of saving tens of billions of dollars in Federal procurement spending. Yet, use of strategic sourcing remains low in many agencies.

- a. What do you believe is the appropriate role of the GSA Inspector General with respect to increasing the use of strategic sourcing across the Federal Government?

**GSA's Federal Strategic Sourcing Initiative is intended to encourage federal agencies to aggregate their spending requirements and coordinate purchases of like commodities and services in order to eliminate duplication of contracting efforts across government agencies. Conducting independent and objective oversight of GSA's implementation of this initiative falls within the core mission of the GSA OIG to promote increased effectiveness and avoid waste in agency programs.**

- b. What, if any, reforms would you suggest to increase the use of strategic sourcing?

**The GSA OIG's FY 2015 Audit Plan includes a planned audit to assess the program effectiveness of GSA's Strategic Sourcing Initiative. If confirmed, I will use the results of this audit as the basis for any immediate recommendations and for consideration of any further work in this area.**

39. GSA has taken steps to improve transparency, minimize price volatility, and reduce duplicative contracts in Federal procurement through the use of Category Management, which is a strategy for dividing the federal marketplace into categories of commonly purchased items and developing a government-wide approach for each. Under this initiative, GSA is also developing a Common Acquisition Platform which will provide contracting officers with comprehensive information on contract vehicles, market trends, and transactional data. What role should the GSA OIG play in evaluating GSA's efforts and ensuring their success?

**From what I have read so far, a critical part of this initiative is GSA's proposal to amend its Acquisition Regulation to require contractors to provide certain transactional data for products delivered under federal contracts in order to enable aggregation and analysis of the data in support of government buying decisions. The proposed rule would also change GSA's existing price reductions clause. Both industry and government stakeholders have raised concerns about the proposal, including concerns about logistical difficulties in collecting, maintaining, and analyzing the transactional data; the elimination of pricing protections afforded by the price reductions clause; and the security and sharing of information provided under the new rule. Given that procurement is inherently a high risk area for the GSA, that problems have been documented with skills and training gaps in GSA's contracting officer workforce, and that industry and government stakeholders alike are raising concerns about the proposed rule, I believe the OIG should aggressively monitor developments in this area as part of its mission to avoid waste and increase**

**effectiveness of agency programs. If confirmed, I will work to ensure that the OIG provides meaningful and effective review of GSA's efforts in this area.**

40. In 2008, GSA launched an initiative called the System for Award Management/Integrated Acquisition Environment (SAM/IAE) to integrate the multiple electronic systems used for awarding and administering federal financial assistance (i.e., grants and loans) and contracts. The effort soon experienced major performance shortcomings, cost overruns and schedule delays. GSA has since restructured the program. What role should the OIG play in monitoring implementation of the revised plan for SAM/IAE?

**I am aware that GAO has reported on challenges GSA has experienced in deploying SAM/IAE, and the GSA OIG has included information technology investments and system development as one of the major management challenges facing GSA. Acquisition oversight is a high priority for the GSA OIG, and the OIG should remain vigilant in monitoring major IT acquisitions and procurement policies and procedures to help avoid waste and ensure cost savings for the taxpayer. If confirmed, I will work with GSA leadership to obtain a greater understanding of the current status of this project in order to determine the best course of action for the GSA OIG in this area.**

41. GSA is in the process of developing a new suite of contracts referred to as Network Services 2020 (NS2020), which will replace the existing Networx contracts, through which federal agencies purchase telecommunications services. GSA awarded the Networx contracts in 2007, and the transition to the new contracts by federal agencies took three years longer than planned. GSA has already announced an extension of the Networx contracts, out of recognition that NS2020 will not be in place by the time the Networx contracts were originally set to expire in 2017. What oversight can the OIG provide in the relatively early stages of an initiative such as NS2020 in order to identify challenges early on?

**I am aware of GAO's and the GSA OIG's work concerning the delays GSA experienced in transitioning to Networx, and GSA's evaluation of lessons learned from that experience. I have read that GSA is in the midst of obtaining public comments on the initial contract (Enterprise Infrastructure Solutions) for NS 2020. Given the anticipated scope and cost of this effort and the challenges GSA has experienced in its past efforts to develop and deploy government-wide acquisitions vehicles for telecommunications services, the GSA OIG should monitor developments in this area in order to assist GSA leadership in avoiding waste and ensuring cost savings in this effort.**

42. GSA plays an important role in both overseeing (as a member of the Data Center Consolidation Task Force) and assisting agencies with their efforts under the Federal Data Center Consolidation Initiative (FDCCI).
- a. What role should the GSA OIG play in assessing GSA's leadership in the FDCCI?

**The FDCCI is an important initiative to reduce duplication and achieve cost savings and avoidance in government real property and IT portfolios. As such, it is an issue that cuts across GSA's role in managing federal properties – including optimizing energy use in core data centers – and its role in planning, developing and implementing information technology acquisitions. Evaluating GSA's participation in this effort falls within the core functions of the GSA OIG and I look forward to learning more about GSA leadership's current goals and performance measures in this area in order to evaluate how best the GSA OIG can add value to the issue.**

- b. In addition, what role should the GSA OIG play in assessing GSA's own progress with respect to data center consolidation?

**As reflected in a recent GAO report, GSA has reported difficulties in measuring its own data centers' costs as well as cost savings or avoidances achieved as a result of the initiative. Evaluating GSA's plan to improve its ability to obtain accurate cost data and to set and achieve its consolidation goals falls within the core functions of the OIG. I would expect to coordinate with GAO and GSA leadership on this issue in determining how best the GSA OIG can add value in this area.**

43. There have been numerous documented instances of misuse of GSA SmartPay charge cards by federal employees. What role will the GSA OIG play in investigating abuse of taxpayer funds through such cards?

**I believe the GSA OIG should continue to hold employees who abuse government credit cards accountable through criminal and administrative misconduct investigations, and to ensure that GSA managers implement and enforce compliance with internal controls to help prevent and detect such abuse. I note that the OIG's FY 2015 Audit Plan includes planned audit work in this area. My extensive experience in criminal and administrative misconduct investigations and programmatic reviews in the Department of Justice will assist me in overseeing such audits and investigations if I am confirmed for this position.**

44. The AbilityOne program provides important employment opportunities for people who are blind or severely disabled through federal procurements of goods and services from non-profits employing these individuals. The Committee has received numerous complaints about instances of non-compliance by GSA (and its authorized vendors) with requirements of the program. What role should the GSA OIG play in reviewing these concerns?

**Ensuring that GSA's acquisition personnel and authorized vendors comply with the mandatory source requirements of the AbilityOne Procurement List and other requirements of the program as established by federal law and regulation falls**



within the core functions of the GSA OIG. If confirmed, I look forward to learning more from the Committee about the specific complaints of non-compliance. I would also expect to coordinate with the AbilityOne Commission on this matter, particularly in light of the issue that Congress, GAO and CIGIE have been addressing concerning expanding oversight resources for small agencies.

45. How do you view the OIG's role in continuing the effective administration of Human Resources Shared Services?

From what I have read so far, it appears that the GSA intends to transition its human resources shared services to another provider. Such a transition requires careful planning and implementation to ensure continued effective administration of the services for the customer agencies. Monitoring this effort falls within the OIG's mission of improving efficiency and avoiding waste in agency programs. If confirmed, I look forward to learning from GSA leadership the current status of its plan for this line of services and to determining the best course of action for the GSA OIG in this area.

46. Under the Office of Management and Budget's shared services initiative, GSA provides services to the federal government. As GSA OIG, how would you ensure that these shared services are cost-effective?

The shared services initiative seeks to achieve cost savings and avoidance by reducing overlap and duplication in support functions across government agencies. Ensuring that shared services are cost-effective and high-quality is important to encouraging greater use of such services throughout the federal government, and requires evaluation of reliable cost and performance data. If confirmed for this position, I would welcome discussion of this issue with this Committee and GSA leadership as I continue to evaluate the best course of action for the GSA OIG.

#### VI. Assistance

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

These are my own answers. I have not consulted with GSA or any other interested parties in formulating them.

I, Carol Fortune Dehro, hereby state that I have read these supplemental responses to the foregoing Pre-Hearing Questionnaire and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

Carol F. Dehro  
(Signature)

This 7<sup>th</sup> day of May, 2015

1900 S. Eads St., Apt. 915  
Arlington, VA 22202  
June 16, 2015

The Honorable Ron Johnson  
Chairman  
Senate Homeland Security and Government Affairs Committee  
SD-340 Dirksen Senate Office Building  
Washington, DC 20510

The Honorable Tom Carper  
Ranking Member  
Senate Homeland Security and Government Affairs Committee  
SH-442 Hart Senate Office Building  
Washington, DC 20510

Re: Nomination of Carol Ochoa as Inspector General for the General Services Administration

Dear Senators Johnson and Carper:

I write to urge you to confirm Carol Ochoa as Inspector General for the General Services Administration (GSA).

I have been a Department of Justice employee since 1990 and have worked in the Office of the Inspector General (OIG), Oversight and Review Division (O&R), under the leadership of Ms. Ochoa since 2004. It has been my privilege to serve as one of her Deputies since 2008.

In my 25 years at the Department I have known many inspiring and effective supervisors. Ms. Ochoa stands out first among all of them as an exemplar of leadership and public service. As your Committee is aware, Ms. Ochoa has directed some of the most important and sensitive investigations that any OIG has ever conducted, such as the review of Operation Fast and Furious and numerous reviews of the Department's national security programs. But I hope the committee will appreciate the qualities she has brought to her current position and will bring to the GSA that have enabled her to create this record of accomplishment. These qualities include a unique combination of vision-setting for the organization and attention to every detail, covering both ends of the spectrum of leadership skills.

Leaders of the Department components that have been the subject of O&R reviews will confirm that Ms. Ochoa holds the Department to extremely high standards. But those standards are no higher than the ones to which she holds O&R employees, which in turn pale beside the standards to which she holds herself. Every O&R report must meet her exacting requirements for fairness, thoroughness, and accuracy. She reads and approves every word of every report we issue. Ms. Ochoa can only accomplish this by being the hardest working person in O&R.

In my eleven years in O&R I have observed Ms. Ochoa work constantly to improve her own skills as a leader and supervisor. She encourages subordinates to challenge assumptions and test conclusions. She

strives to identify each employee's strengths and to match them to the right teammates and projects to derive maximum value. She is a teacher and a mentor. She is unflappable.

The operations of the Department of Justice are immensely diverse, and the O&R Division has conducted reviews of many of them, addressing issues ranging from forensic techniques to undercover operations to electronics recycling by prisoners. My point is that the difference between the issues presented by the GSA and those presented by the Department of Justice will be no obstacle to Ms. Ochoa's immediate effectiveness as Inspector General. Her entire tenure as Assistant Inspector General for O&R has required her to learn new programs and issues on the fly. She's an incredibly "quick study." In addition, many of the issues investigated by O&R are common to any government agency, including issues of nepotism, conflict of interest, improper relationships, and other forms of misconduct.

Ms. Ochoa shaped the O&R Division in the DOJ OIG from a small specialized unit to a 30+ member team that handles the highest profile reviews in the Inspector General community. She is tough and impartial. She is an ideal candidate for Inspector General at the GSA.

Sincerely,



Daniel C. Beckhard

cc: The Honorable James Lankford  
316 Hart Senate Office Building  
Washington, DC 20510

The Honorable Heidi Heitkamp  
SH-110 Hart Senate Office Building  
Washington, DC 20510



## U.S. Department of Justice

Office of the Inspector General

June 5, 2015

The Honorable Ron Johnson  
 Chairman  
 Committee on Homeland Security and Government Affairs  
 United States Senate  
 340 Dirksen Senate Office Building  
 Washington, DC 20510

The Honorable Thomas R. Carper  
 Ranking Member  
 Committee on Homeland Security and Government Affairs  
 United States Senate  
 442 Hart Senate Office Building  
 Washington, DC 20510

Dear Chairman Johnson and Ranking Member Carper:

I write to express my strong support for the nomination of Carol Fortine Ochoa to be the Inspector General for the General Services Administration (GSA).

I have known Ms. Ochoa since April 2012, when I became the Inspector General at the Department of Justice, and where Ms. Ochoa has been the Assistant Inspector General in charge of our Oversight and Review (O&R) Division since 2002. In that position, Ms. Ochoa supervises a group of over 30 lawyers, federal agents, program analysts, and paralegals. The O&R Division, under Ms. Ochoa's leadership for over a decade, has handled some of the most sensitive and important matters at the DOJ-OIG, including our reviews of the FBI's use of National Security Letters and its Patriot Act Section 215 authority, ATF's Operation Fast and Furious, the Department's involvement in the President's Surveillance Program, the government's sharing of intelligence information prior to the Boston Marathon bombing, and the Department's removal of nine U.S. Attorney's in 2006. In significant part due to Ms. Ochoa's supervision and leadership, those high-profile reports were widely praised for being rigorous, thorough, and fair. Ms. Ochoa's outstanding efforts have been recognized through her receipt of the Attorney General's Distinguished Service Award in 2007 and 2009, the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Barry R. Snyder Joint Award for collaborative work across the IG community in 2014, the Intelligence Community Inspector General Collaboration Award in 2014, and the DOJ Inspector General's Honor Award in 2008. As these awards demonstrate, Ms. Ochoa is held in high esteem throughout the Inspector General community.

From the outset of my tenure as Inspector General, I have worked closely with Ms. Ochoa and had an opportunity to observe her supervisory and leadership skills. Indeed, immediately upon being sworn in as Inspector General, the most important matter that I had to deal with – our review of ATF's Operation Fast and Furious – was

being led by Ms. Ochoa and a team that she had assembled at the O&R Division. Over the next 5 months, Ms. Ochoa and I had regular, frequent, and extensive interactions discussing the evidence related to the review and editing and finalizing the OIG's report. It was a challenging and stressful time for the OIG, and particularly for me as a new Inspector General, but as a result of Ms. Ochoa's steady hand, exacting analysis, critical insight, and outstanding writing and editing skills, our Office produced an outstanding report. Since that time, I have seen the same skills at work as Ms. Ochoa has overseen numerous O&R Division reviews that resulted in significant reports and findings, including reviews of improper hiring practices at the Department, the FBI's use of FISA Amendments Act Section 702 authority, the FBI's use of Patriot Act Section 215 authority, and the Intelligence Communities sharing of information prior to the Boston Marathon Bombing.

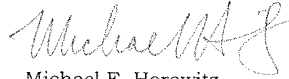
Moreover, Ms. Ochoa has a strong appreciation for the importance of whistleblowers to OIGs and of the need to protect them from retaliation. As you are aware, under federal law, the DOJ-OIG has the authority to investigate allegations of retaliation against FBI whistleblowers, and the O&R Division, under Ms. Ochoa's supervision, handles those matters for the DOJ-OIG. I have made addressing whistleblower issues one of my highest priorities, and Ms. Ochoa and the work of her staff at the O&R Division, has been of critical assistance to me in leading in those efforts. I am confident that Ms. Ochoa would demonstrate similar leadership if she is confirmed to be the GSA Inspector General.

Based on my close interactions with Ms. Ochoa, it is clear to me that she understands it is of utmost importance that Inspectors General be independent, aggressive, thorough, and fair. Additionally, given the strong Congressional and public interest in the work of the DOJ-OIG and our O&R Division, and the many Congressional hearings that have resulted following reports that she supervised at the O&R Division, Ms. Ochoa understands the critical importance of an Inspector General keeping Congress informed about an OIG's oversight work, and of the need for transparency in the work of the OIG.

From my work with her over the past three-plus years, I have great admiration for Ms. Ochoa's integrity, even-handedness, and judgment. I know of no one who is more dedicated to public service and to the mission of the Office of the Inspector General. Ms. Ochoa's experiences in our Office have prepared her well for the challenge of being an Inspector General. I can think of no better person to serve as Inspector General of the General Services Administration, and that is why I enthusiastically support her nomination.

Thank you for your consideration of this recommendation, and if the Committee has any questions regarding Ms. Ochoa, please do not hesitate to contact me at (202) 514-3435.

Sincerely,

A handwritten signature in cursive script, appearing to read "Michael E. Horowitz".

Michael E. Horowitz  
Inspector General

cc: The Honorable James Lankford  
Chairman  
Subcommittee on Regulatory Affairs and Federal Management

The Honorable Heidi Heitkamp  
Ranking Member  
Subcommittee on Regulatory Affairs and Federal Management

June 6, 2015

The Honorable Ron Johnson  
Chairman  
Senate Homeland Security and Government Affairs Committee  
SD-340 Dirksen Senate Office Building  
Washington, DC 20510

The Honorable Tom Carper  
Ranking Member  
Senate Homeland Security and Government Affairs Committee  
SH-442 Hart Senate Office Building  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member Carper:

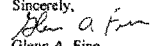
I am writing this letter regarding Carol Fortine Ochoa's nomination to be the Inspector General of the General Services Administration. I was the Inspector General of the Department of Justice from 2000 to 2011. Carol worked for me there, beginning in December 2002, as the Assistant Inspector General of the Oversight and Review Unit. Her office was a critically important unit that handled many of the most sensitive matters that confronted the Department of Justice Office of the Inspector General.

Carol was an outstanding leader, an outstanding thinker, and an outstanding writer. She led her unit in an exemplary fashion. The unit produced numerous high-quality reports on sensitive topics. They were always factual, comprehensive, and scrupulously balanced. They gave both sides of the issue in a fair way, drew necessary and cogent conclusions, and provided reasonable recommendations for corrective action.

Carol is a brilliant person, who has the uncanny ability to juggle many projects and keep track of numerous facts at the same time. She is also extremely hard working. She is a good manager who cares about her employees and seeks to have them grow as individuals and employees. She shaped the Oversight and Review Unit into a smoothly functioning office that could handle whatever project was assigned to it. She is not afraid to confront hard issues head on and reach constructive solutions. She was respected by the Department leaders with whom she dealt, even though she often brought them tough reports about their operations that found significant deficiencies.

I believe that Carol's background, experience, and talents will make her an outstanding Inspector General. I give her my highest recommendation and hope that she is quickly confirmed for this important position.

Sincerely,

  
Glenn A. Fine

cc: The Honorable James Lankford  
The Honorable Heidi Heitkamp



Shawn Henry  
117 N. Park Dr.  
Arlington VA 22203  
410.829.6640

June 16, 2015

The Honorable Ron Johnson  
Chairman  
Senate Homeland Security and Government Affairs Committee  
SD- 340 Dirksen Senate Office Building  
Washington, DC 20510

The Honorable Tom Carper  
Ranking Member  
Senate Homeland Security and Government Affairs Committee  
SH-442 Hart Senate Office Building  
Washington, DC 20510

Dear Chairman Johnson and Ranking Member Carper,

I retired as Executive Assistant Director of the FBI in March 2012, after 24 years of service. In that capacity, I was responsible for all FBI criminal investigations and cyber operations worldwide, as well as all FBI international operations and Critical Incident Response. I am writing today to provide my unqualified endorsement and recommendation for Carol Ochoa for Inspector General at the General Services Administration.

I have known Carol for almost 25 years, meeting her for the first time in 1991 when she was an Assistant United States Attorney (AUSA) in Washington DC and I was a young FBI agent. Our careers have crossed many times for more than two decades, through her various positions at the United States' Attorney's Office and the Department of Justice, and my ascension through the ranks at the FBI.

I watched Carol operate as an AUSA in many challenging situations, and I was always impressed by her intellect and thoughtfulness. My experiences in the FBI taught me that investigators and prosecutors must collaborate throughout an investigation, as one law enforcement team, in a thorough and judicious fashion. Carol demonstrated that ability time and again, working tirelessly in her investigations. She always exhibited tremendous judgment and sincere deliberation in support of the truth, and her integrity is without question.

I observed Carol in leadership roles at the Office of the Inspector General at the Department of Justice. I had occasion to periodically interface with that office as an FBI leader, and to be aware of some of her investigations which related to the FBI and/or issues the Bureau was engaged in. These were often complex investigations with tight deadlines, unparalleled scrutiny, and extreme sensitivity. Carol investigated these matters with passion and intensity, and always exhibited honor, fairness, and professionalism.

As a former senior executive in federal law enforcement, I know very clearly the requirements and characteristics necessary to be a successful leader in a dynamic environment. Carol Ochoa possesses not only the skills and subject matter expertise required, but also the character and determination to succeed.

I have worked with thousands of government employees over the years, and Carol's commitment to the citizens she serves is the epitome of public service. It has been my honor and privilege to work with her over more than two decades, and I hope you will seriously consider her for this critical position. Thank you for your consideration, and I am available to answer any additional questions or concerns you may have.

A handwritten signature in black ink, appearing to read 'Shawn Henry', with a stylized, cursive script.

Shawn Henry



**NASA OFFICE OF INSPECTOR GENERAL**

SUITE 8U71, 300 E ST SW  
WASHINGTON, D.C. 20546-0001

May 29, 2015

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

The Honorable Tom Carper  
Ranking Member  
Homeland Security and Government Affairs Committee  
United States Senate  
Washington, DC 20510

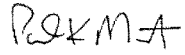
Dear Chairman Johnson and Ranking Member Carper:

I write to express my strong support for the nomination of Carol F. Ochoa to be Inspector General at the General Services Administration (GSA). Ms. Ochoa is scheduled to appear before your Committee on June 17, 2015, for a confirmation hearing and I urge you and your colleagues to approve her nomination expeditiously.

I worked with Ms. Ochoa for more than 10 years at the Department of Justice Office of the Inspector General (OIG) and served as her supervisor during my tenure as Deputy Inspector General. For more than 10 years, Ms. Ochoa has led the OIG's Office of Oversight & Review – the unit composed of attorneys, criminal investigators, analysts, and information technology professionals that has conducted many of the OIG's most important and complex reviews. As the Office's leader, Ms. Ochoa has demonstrated extreme competence, dedication, and objectivity in reviewing extremely sensitive matters in the Federal Bureau of Investigation and allegations of misconduct by senior Department of Justice officials. Her record of accomplishment in producing independent, aggressive, and accurate reports will serve her well in the position of Inspector General at the GSA.

Ms. Ochoa has dedicated her professional career to public service and over the years has rightly acquired a sterling reputation for fairness and hard work. I urge the Committee to swiftly approve her nomination.

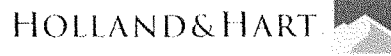
Respectfully,

A handwritten signature in dark ink, appearing to read "PKM-A".

Paul K. Martin  
Inspector General

cc: The Honorable James Lankford  
Chairman  
Subcommittee on Regulatory Affairs and Federal Management  
United States Senate

The Honorable Heidi Heitkamp  
Ranking Member  
Subcommittee on Regulatory Affairs and Federal Management  
United States Senate



**Steven W. Pelak**  
**Partner**

**Phone** (202) 654-6929  
**Fax** (202) 747-6589

SWPelak@hollandhart.com

June 8, 2015

The Honorable Ron Johnson  
 Chairman  
 Senate Homeland Security and Government  
 Affairs Committee  
 United States Senate  
 SD-340 Dirksen Senate Office Building  
 Washington, DC 20510

The Honorable Tom Carper  
 Ranking Member  
 Senate Homeland Security and Government  
 Affairs Committee  
 United States Senate  
 SH-442 Hart Senate Office Building  
 Washington, DC 20510

Dear Chairman Johnson and Ranking Member Carper:

I am writing in support of the nomination of Ms. Carol Fortine Ochoa to become the Inspector General of the U. S. General Services Administration.

I have known Ms. Fortine Ochoa for more than 20 years. Slightly more than two years ago, I left federal service after 24 years as an Assistant U.S. Attorney and then Principal Deputy Chief of the Counterespionage Section of the Department of Justice. Ms. Fortine Ochoa and I had the privilege of serving as Assistant United States Attorneys in the Public Corruption/Government Fraud Section of the U.S. Attorney's Office for the District of Columbia.


Ms. Fortine Ochoa and I worked together on several government fraud, police corruption, and labor union corruption investigations and federal prosecutions. Based on long observation under many trying and tension filled situations in criminal trials and complex federal investigations, I can testify that Ms. Fortine Ochoa is an extremely gifted and dedicated public servant and lawyer. She is bright, tenacious, energetic, and committed. Just as she has been blessed to serve the People of our great Republic, the People have been blessed to have her services over the past 25+ years.

**Holland & Hart LLP Attorneys at Law**

Phone: (202) 393-6500 Fax: (202) 393-6551 [www.hollandhart.com](http://www.hollandhart.com)

975 F Street NW Suite 900 Washington, DC 20004

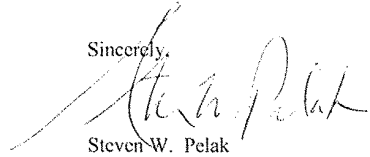
Aspen Billings Bone Boulder Carson City Cheyenne Colorado Springs Denver Denver Tech Center Jackson Hole Las Vegas Reno Salt Lake City Santa Fe Washington, D.C.

HOLLAND & HART June 8, 2015  
Page 2

Beyond the outstanding traits noted above, Ms. Fortine Ochoa possesses one additional trait which merits special attention in your assessment of her to serve as an Inspector General: She possesses a well-balanced sense of judgment and wisdom. An Inspector General, in my view, needs many skills and talents to succeed in her role of safeguarding against waste, fraud, and abuse within a governmental agency. Chief among those, however, is an ability to measure and review matters and people with wisdom and judgment beyond the learning of a book or the particular storms of the day. Ms. Fortine Ochoa has that ability.

Speaking as a private citizen, I am greatly heartened by the fact that Ms. Fortine Ochoa is being considered for the position of Inspector General. With persons such as Ms. Fortine Ochoa serving our nation as Inspectors General, the People will be very, very well served.

Sincerely,



Steven W. Pelak

cc: The Honorable James Lankford  
The Honorable Heidi Heitkamp