

**Statement of
Senator Susan M. Collins**

**Nomination of Rafael Borrás to be Under Secretary for Management, U.S.
Department of Homeland Security**

**U.S. Senate Committee on Homeland Security and Governmental Affairs
April 6, 2011**

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We convene today to consider again the nomination of Rafael Borrás to be Under Secretary for Management at the Department of Homeland Security.

Two years ago, after careful consideration, I opposed the nomination of Mr. Borrás. That was extremely unusual for me as I believe the President should have a great deal of latitude to nominate a person of his choosing to serve in the Cabinet or in a senior executive position, but I had concerns about Mr. Borrás' lack of experience and his compliance with our tax laws.

I would note, however, that I was not the source of the hold.

The Under Secretary for Management oversees the management of more than 200,000 employees, a \$50 billion annual budget, expensive procurement projects, and vital interagency coordination.

Over the past eight years, the Department has struggled to complete the enormous task of integrating thousands of employees and more than two dozen federal agencies – with different missions, traditions, and cultures.

The Government Accountability Office placed DHS on its “high-risk list” again in 2011 and concluded that, “... DHS has not yet demonstrated sustainable progress in implementing corrective actions and addressing key challenges within its management functions, and in integrating those functions within and across the department...”

The Under Secretary for Management at DHS must ensure that there is efficient and effective use of personnel and technology to combat the very real threats we face. To accomplish this goal, the Under Secretary must possess exceptional leadership abilities and a track record of management successes.

Indeed, this is not only my view, it is the law. Four years ago our Committee enacted requirements that the Under Secretary have significant leadership capability, extensive executive-level management experience, a

demonstrated ability to manage large and complex organizations, and a proven record in achieving positive operational results.

Due to a recess appointment, which circumvented the Senate, Mr. Borrás now has a year in a position that requires experience managing large and complex organizations. While Mr. Borrás is admirably committed to public service, I continue to have some questions about whether his experience is sufficient to overcome the challenges DHS faces. I hope these questions can be resolved favorably today. I want to hear his own assessment of what he has accomplished.

At the hearing in 2009, I also questioned Mr. Borrás about a pattern of errors on his taxes. The numerous tax errors are still troubling because they show a lack of attention to detail and a pattern of carelessness.

DHS needs a strong hand at the management helm. I intend to question Mr. Borrás on his accomplishments to date and his plans for addressing the serious management challenges that remain at DHS.

I look forward to hearing from Mr. Borrás and will certainly give this nominee another look and a fair opportunity to present his case for confirmation.

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