

STATEMENT FOR THE RECORD

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Nominee for Inspector General of the Department of Homeland Security

Senate Committee on Homeland Security and Governmental Affairs

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Chairman Lieberman, Ranking Member Collins, and Members of the Committee. Thank you for the honor of appearing before you today as you consider my nomination to serve as the Inspector General of the Department of Homeland Security (DHS). I am deeply honored to have been nominated by the President, and I wish to thank Senator Cardin for taking the time from his busy schedule to be here today in support of my nomination.

I appreciate the opportunity to introduce my family: my father, William Mazer; my husband, David Holzworth; my stepson, Jeremy Holzworth; and my godson, Paul Swerdlow. I would also like to recognize Mr. and Mrs. Willard Hackerman, who are here today with my father from Baltimore. Mr. Hackerman, who is President and CEO of Whiting-Turner, and my father met when they were teenagers and have been close friends ever since. I am delighted that Charles McCullough, my former Deputy in the ODNI Office of the Inspector General, who was sworn in two days ago as the first statutory Inspector General of the Intelligence Community, is here. I am also fortunate to have other friends and colleagues attending the hearing today.

DHS faces numerous challenges in achieving its vital mission to protect the homeland, as this Committee has well documented, particularly through its hearings. I believe that my deep experience in the Inspector General Community for the last nine and one-half years, my service in senior leadership positions in the Department of Justice, and my years in private law practice well qualify me to serve as the Inspector General at DHS. Serving in a senior position in the

Department of Justice's Office of the Inspector General (OIG) and as the Inspector General of the Office of the Director of National Intelligence, I established a strong track record of conducting and supervising accurate, timely, and relevant audits, inspections, investigations, and other reviews that contained significant findings and actionable recommendations to improve agency performance. This is what both Congress and agency leadership valued from my service and what I will bring to the DHS Inspector General position if I am confirmed.

For example, when serving in the Department of Justice (DOJ) OIG, I led teams of investigators, auditors, and attorneys in conducting many important reviews. I led two congressionally mandated reviews of the FBI's use of national security letters (NSL), a tool for obtaining telephone, financial institution, and credit card transactional data on U.S. citizens and others. The FBI's authority to use NSLs was significantly expanded by Congress following the September 11 attacks when Congress enacted the USA PATRIOT Act. When it reauthorized the PATRIOT Act in 2005, Congress directed the Office of the Inspector General to assess whether these authorities were used lawfully. The DOJ OIG's first review found serious abuses in the FBI's use of these authorities, and the report contained recommendations designed to halt these abuses. The FBI accepted the report's findings and concurred in the recommendations. Our follow-up report a year later found that the FBI had taken our recommendations seriously and had made significant progress in implementing them.

As the Inspector General of the Office of the Director of National Intelligence – an organization only two years younger than DHS – I developed, implemented, and sustained rigorous processes for identifying, scoping, planning, and performing audits, inspections, and evaluations that aligned with the National Intelligence Strategy, the DNI's priorities, and the

management challenges of the Intelligence Community. Reports issued during my tenure focused on improving intelligence integration, stewardship of appropriated funds, acquisition and contractor oversight practices, and financial management. These reports identified deficiencies and shortfalls as well as successes in ODNI mission areas. They also included recommendations designed to improve the efficiency and effectiveness of the ODNI and the Intelligence Community.

At the Department of Justice, I built a strong track record of working effectively with multiple agency components, and with federal, private sector, and international partners. My work at the ODNI also provided the opportunity to rigorously examine systemic, cross-cutting issues that involved multiple stakeholders. Of particular relevance to the position of DHS Inspector General, while serving as the ODNI Inspector General, I led several reviews that assessed the status of integration of the two intelligence elements of DHS: the Office of Intelligence and Analysis and the Coast Guard's National Intelligence Element. Our office also audited the use of National Intelligence Program funds by DHS. While serving as the ODNI Inspector General, I concurrently chaired the Intelligence Community Inspectors General Forum, whose members include the Inspectors General from the core intelligence agencies as well as the Inspectors General of other Departments with intelligence elements, including DHS. During my tenure, members of the Forum conducted joint reviews, sponsored cross-enterprise professional training, and shared best practices. These cross-component and cross-enterprise audits and reviews well prepare me for the type of cross-component work conducted by the DHS Inspector General and for assessing the efficacy of DHS's vital relationships with its state, local and tribal partners, the private sector, and international partners.

Likewise, as the ODNI Inspector General, I participated in the Homeland Security Roundtable, a group of Inspectors General who meet regularly under the sponsorship of the Council of the Inspectors General on Integrity and Efficiency (CIGIE). The Homeland Security Roundtable facilitates an excellent dialogue across the mission areas of Inspectors General involved in homeland security issues. The Roundtable issues important reports, such as its recent reports on underutilization of suspension and debarment authorities and how Offices of Inspector General can meaningfully address cyber threats. These cross-enterprise activities have provided additional insights, resources, and professional relationships, that, if confirmed, I will bring to the DHS Office of the Inspector General.

In conclusion, I know that DHS faces major challenges in addressing new, complex threats. Issues such as border corruption, DHS's critical cyber mission, and FEMA's capacity to respond to disasters and manage its grants are enduring challenges. As DHS confronts these challenges, the Office of the Inspector General must be innovative, adaptive, and responsive. If confirmed, I pledge to continue to live by the mantra of Glenn Fine, former Inspector General at the Department of Justice: "Be tough but fair." If confirmed, I also pledge to protect the independence of the Office of the Inspector General; to be tenacious; to produce fair, accurate, relevant, and timely reports; to drive implementation of report recommendations; and to continue the effective dialogue between this Committee and the Office of the Inspector General so that, together, we can work to improve the performance of DHS's vital mission to protect the homeland.

Thank you again for the opportunity to appear before you today. I look forward to your questions.