

**Statement of Jeffrey Kupfer  
Nominee to be Deputy Secretary of Energy**

**Before the**

**Committee on Energy and Natural Resources  
Unites States Senate  
April 30, 2008**

Chairman Bingaman, Senator Domenici, and members of the Committee, I am honored to appear before you today as President Bush's nominee to be Deputy Secretary of Energy. I am cognizant of the challenges that the Department faces and I appreciate the President's and Secretary Bodman's confidence in my abilities to meet those challenges. I would also like to thank the Committee for moving so quickly to hold this hearing and to consider my nomination.

Before I proceed further, I would like to introduce my wife, Shelly, and our three children: Danielle, Adam, and Andrew. They have put up with some long hours and an unpredictable schedule during the past several years – and without their love and support, I would not be able to do any of this. I could also list the family members who have been role models for me, but in the interest of time, I would just like to single out one individual. My grandfather, Joseph Stern, served in his local government for over 30 years, and among many other things, he taught me the merit of public service, the value of treating others with dignity and respect, and the importance of doing the right thing.

I have been fortunate to have had opportunities to serve this country in various parts of the federal government. I worked here in the Senate for two different committees – Governmental Affairs and Finance – and learned firsthand the importance of this institution.

I have also served in the executive branch – as a career lawyer at the Justice Department, and as a political appointee at the Treasury Department, the White House, and now at the Energy Department. Those positions have allowed me to see the operation of government from different perspectives -- to learn how to accomplish policy and management initiatives – and to recognize the significant value of the federal workforce.

For the last year and a half, I have had the great privilege to serve as Secretary Bodman's Chief of Staff. In this capacity, I have become familiar with a wide array of critical issues facing the Department. These issues – all of which are well-known to members of this Committee -- include developing clean, renewable and efficient energy, ensuring America's nuclear security, supporting scientific discovery and innovation, and safely conducting the environmental cleanup of our country's cold war legacy.

If confirmed, I would continue to work with Secretary Bodman to ensure that these diverse responsibilities are managed effectively. The Deputy Secretary functions as the Department's Chief Operating Officer. The Secretary has set high standards for our Department – and my job would be to make sure that the senior leadership and others in the Department have clear objectives, have the support they need to accomplish those objectives, and are held accountable for producing results.

I recognize that the end of this Administration is coming quickly -- less than nine months away. That reality infuses all of us at the Department with a sense of urgency. We have a limited time to accomplish our goals and institutionalize the changes that we have made in the Department. Our overarching mission is to leave the Department in better shape than when we arrived.

Finally, I would like to thank you, Mr. Chairman, and Senator Domenici for the close bipartisan working relationship that the Department has had with the Committee throughout Secretary Bodman's tenure. If confirmed as Deputy Secretary, I will look forward to continuing that important partnership.

Mr. Chairman, that concludes my prepared statement. I would be happy to answer any questions at this time.