

**Statement of
Victoria Baecher Wassmer**

**Nominee to be
Under Secretary for Management and Performance
Department of Energy**

**Before the Committee on Energy and Natural Resources
United States Senate**

October 20, 2015

Good morning, Chairman Murkowski, Ranking Member Cantwell, and other members of the Committee.

I am honored to appear before you today as President Obama's nominee to be the Under Secretary for Management and Performance at the Department of Energy. If confirmed, I will work every day to support Secretary Moniz and to advance the Department's critical efforts to ensure America's security and prosperity by addressing its energy and environmental and nuclear legacy issues through strong performance and management practices.

Before I begin, I would like to thank my husband, Franklin, and my sons, Alexander and Christophe, who are with us today. I would not be here without their support and encouragement. My sons, both now in high school, routinely challenge me to grow in ways I never could have imagined and also make me laugh. And, my husband Franklin, who has worked for the last twenty-years in the local public charter school movement, provides a secure foundation that grounds me every day to not only do meaningful work but to live a meaningful life. Our shared commitment to community and public engagement, instilled in us by our parents, has become a cornerstone of our own family.

Commitment to public engagement is what propelled me to spend the majority of my 25-year career in public service, including 17 years in management and leadership positions within the federal government. Most notably, I currently serve as the Assistant Administrator for Finance and Management at the Federal Aviation Administration (FAA), and I previously served as the Chief Financial Officer and Vice President of Administration and Finance at the Millennium Challenge Corporation (MCC).

At the MCC, I was responsible for realigning corporate services, including finance, human resources, acquisitions, and information technology, to better support the agency's mission. Within my first six months, I instituted an annual internal customer satisfaction survey, as well as identified and implemented a new performance management system to increase employee effectiveness and engagement. We saw a double-digit improvement in 2011 from our 2010 customer survey results, as well as a double-digit improvement in my team's FedView Survey results over that same period. I reconstituted an Executive oversight board, tightened our internal controls, and improved management practices, all

of which helped to optimize budget resources to better support the mission of MCC, to reduce poverty through economic growth.

In August 2011, I became the FAA's first-ever Assistant Administrator for the Office of Finance and Management, overseeing the transition of the agency's finance, acquisition, information technology, and region and center operations services into an integrated shared services model. Today, I am responsible for the efficient and effective performance of these critical services in support of the agency's aviation safety mission. I also manage the FAA's \$16-billion-dollar budget and lead the agency's efforts to identify cost savings, increase efficiencies, leverage technology, optimize resources, and ensure critical acquisitions remain on cost and schedule.

Over the last four years, my team and I employed strategic planning, performance, and oversight to help the agency save more than \$360 million through our cost control program. This included nearly \$130 million in savings through our strategic sourcing program for equipment and supplies. We also reduced the agency's administrative footprint by more than 270,000 square feet and exceeded our environmental sustainability goals in fleet and petroleum usage.

In addition to receiving clean audit opinions each year during my tenure, we have led the agency in achieving the Certificate of Excellence in Accountability and Reporting Award (CEAR) for the FAA's annual Performance and Accountability Reports.

We have also implemented an enterprise-wide integrated IT strategy; decreased IT contract costs by more than \$30 million; deployed a new cloud-based email system; implemented a Cloud strategy with an innovative brokerage model contract; and consolidated our IT helpdesks from seven to one. We did this all while addressing increased cyberattacks.

I believe my experience and formal education have prepared me well to take on this new role at the Department of Energy. I have a deep understanding of what it takes to be an effective leader in a government agency, to be a responsible steward of the taxpayers' resources, and to create and transform an organization to be high-performing. I believe in working collaboratively and accountably as a team, creating an environment that brings out the best in everyone as we work together to take programs to new levels.

Growing up, my parents instilled in me the belief that public service is a noble calling and it is an honor to be able to serve others. If given the opportunity to serve as the Department of Energy's Under Secretary for Management and Performance, I will work every day to be worthy of the privilege.

Thank you and I welcome any questions you may have.