

**Written Statement of Eric M. Ueland**  
**Nominee to be Undersecretary of State for Management**  
**Submitted to the Senate Foreign Relations Committee**  
**September 12, 2017**

Mr. Chairman, Ranking Member Cardin, Senators, good morning. Thank you for the privilege of appearing before the Committee.

With me this morning are my wife, Cathleen, and my children, Stephen, Brigid, and Charlotte. My public service has centered for many years on the legislative branch, and thanks to the courtesy of several Members, we've all had the chance to see Congress up close, as part of the Senate family. We extend our thanks to you and many predecessors for such a privilege.

I am humbled at the prospect of serving our nation as Undersecretary of State for Management. I'm grateful to both President Trump and Secretary Tillerson for their confidence in me and for nominating me to serve in this capacity.

During my years of service on Senate staff, the world has changed quite a bit. From the fall of the Berlin Wall and the end of the Soviet Union, to the rise of terrorism, and even the creation of new nations, I have witnessed a wide variety of international opportunities and challenges for the United States.

But through them all, what endures has been the Department's responsibilities on behalf of the United States.

Our nation is now engaged in a robust conversation about her appropriate role on the world stage, and how to confront the challenges we face. The Department serves to express the voice and vision of the President through the Secretary. If confirmed, I look forward to taking responsibility for the management family at the Department. The 16 bureaus and offices for which the undersecretary is responsible provide the platform for our nation's diplomacy, including security, embassy construction, logistics, medical services, human resources, budget and finance, training, and other critical functions.

Our foreign policy must be carried out around the world—at 275 embassies, consulates, and other missions—on a platform that supports the President’s foreign policy. While the Department can do much well, I know it also faces continued challenges in several areas which fall under the Management portfolio.

For example, the security of staff and facilities overseas remains an issue. The Department, with Congressional support, continues a strong construction program for new, secure embassies and consulates, with 133 new diplomatic facilities completed since 1999. Additionally, a consolidated security training center is under construction in Virginia, to provide all Foreign Service Officers hands-on training every five years. Both of these efforts have, and will, save lives overseas. I expect to be particularly focused on staff and facilities security during my tenure, if confirmed by the Senate.

As with many government and private institutions, cyber security is a major concern, especially with the Department’s worldwide presence and extensive data systems. I will work to ensure that the Department has a modern and robust IT infrastructure that supports our diplomatic efforts and protects the critical data of the Department.

During my tenure as staff director of the Budget Committee, I’ve faced the challenges of working to harmonize specific department and agency budgets, along with Congressional and administration priorities, inside an integrated budget framework. I anticipate the need for harmony, collaboration, and cooperation in this job too, if I am confirmed.

The formulation of, negotiation for, and implementation of Department spending rests in the Office of the Undersecretary of State for Management. If confirmed, I look forward to working with partners inside the executive branch, and here in Congress, to bring the State Department’s budgets into law, and see that those laws are faithfully executed.

Given the past challenges Congress has faced authorizing the State Department, I hope that we can work together to write and enact a durable and long-lasting authorization statute to reflect our shared priorities.

This begins with ensuring clarity of mission. The Department of State has had multiple mission statements over the years as well. We need to ensure that everyone knows where we are going, what we are doing, who is responsible, how the work is to be carried out, and when the job is done, that we all ended up where we set out to go.

Next, our personnel. The people of the Department are its strongest asset. They are the face of our country to the world. Here at home, many employees work to support those abroad. And together, they bring their talents to bear on a multiplicity of problems and challenges, to advance the United States' agenda in the international arena, build partnerships with other departments, agencies, and nations, and work in the most dangerous parts of the world. A strong, talented, representative workforce is essential for the Department's success.

Then, processes. For decades under both Republicans and Democrats, leadership at the Department has worked to help ensure the Department could adapt to an ever-evolving world. If confirmed, my job will be to help Secretary Tillerson and Deputy Secretary Sullivan move ahead with the improvement and re-design underway at the Department, while supporting efforts to advance the foreign policy of the President.

And finally, execution. The role and responsibility of the Undersecretary for Management is to support the Secretary and ensure effective operations of the Department. With a workforce of over 14,000 Foreign Service employees and 11,000 civil service employees, and an appropriated budget of nearly \$56 billion for Fiscal Year 2017, my work to help enhance recruitment, identify and focus talent, ensure smooth and successful operations, prepare budgets, and coordinate with the White House, the OMB, and other departments and agencies with whom we collaborate—all to contribute to a successful and fully engaged Department.

Although the executive branch will be a new environment for me, I'm confident that the lessons I've learned in the Senate will serve me well.

During my decades in the Senate, I've recruited, assembled, and deployed highly qualified staff, created professional and legislative goals, identified partnerships and built coalitions, and worked strongly on behalf of others. I am

excited to work on behalf of the President and the Secretary in the Department, and look forward to finding new opportunities to serve.

If confirmed, I will be committed to a continued partnership with the Committee and Congress in support of a strong and capable Department that effectively advocates for the United States' interests around the world.

Thank you again for the privilege of appearing before you this morning, and your consideration of my nomination.