

Senate Commerce Committee Nominee Questionnaire, 117th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation asks you to provide typed answers to each of the following questions. It is requested that the nominee type the question in full before each response. Do not leave any questions blank. Type “None” or “Not Applicable” if a question does not apply to the nominee. Return printed answers to Committee. Begin each section (i.e., “A”, “B”, etc.) on a new sheet of paper.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

1. Name (Include any former names or nicknames used):

Viquar Ahmad

2. Position to which nominated:

Assistant Secretary for Administration and Chief Financial Officer

3. Date of Nomination:

September 13, 2021

4. Address (List current place of residence and office addresses):

Home: [REDACTED]

Office: 3140 O’Neill House Office Building, Washington, D.C. 20024

5. Date and Place of Birth:

March 17, 1974; Hyderabad, India

6. Provide the name, position, and place of employment for your spouse (if married) and the names and ages of your children (including stepchildren and children by a previous marriage).

Response: Not applicable

7. List all college and graduate degrees. Provide year and school attended.

Response:

- **George Washington University, Master's in Public Administration (2003)**
- **University of Texas at Austin, Bachelor's degree with honors in Corporate Communication (1999)**

8. List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

Response: All post-undergraduate employment is related to the position for which I've been nominated. All management-level jobs are indicated below.

- **Deputy Chief Financial Officer, U.S. House of Representatives (Management-Level)**
- **Assistant Budget Director, U.S. Department of Homeland Security (Management-Level)**
- **Staff Director and Associate Chief Financial Officer, Corporation for National and Community Service (Management-Level)**
- **Assistant to the Chairman, U.S. House of Representatives**
- **Director of University Initiatives, The University of Texas System**

9. Attach a copy of your resume.

Response: Please see attached

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last ten years.

Response: Not applicable

11. List all positions held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business, enterprise, educational, or other institution within the last ten years.

Response: I'm a governing member of an LLC (Green Garden Group). This LLC was created in January 2021 to manage a rental property. The LLC has

not been used for this purpose since its establishment as I am in the process of selling the property.

12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization. (For this question, you do not have to list your religious affiliation or membership in a religious house of worship or institution.). Include dates of membership and any positions you have held with any organization. Please note whether any such club or organization restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Response: I was on the Board of my DC condominium association (Bryn Mawr Condominium Association). Membership is not restricted.

13. Have you ever been a candidate for and/or held a public office (elected, non-elected, or appointed)? If so, indicate whether any campaign has any outstanding debt, the amount, and whether you are personally liable for that debt.

Response: No

14. List all memberships and offices held with and services rendered to, whether compensated or not, any political party or election committee within the past ten years. If you have held a paid position or served in a formal or official advisory position (whether compensated or not) in a political campaign within the past ten years, identify the particulars of the campaign, including the candidate, year of the campaign, and your title and responsibilities.

Response: I served as a volunteer for President Obama's re-election campaign in 2012.

15. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$200 or more for the past ten years.

Response: \$250 in 2016 to Hillary Clinton for President.

16. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

Response:

- **United States Coast Guard Meritorious Public Service Medal**
- **DHS Comptroller’s Award for Superior Mission Achievement (team recognition)**
- **DHS Outstanding Service Award**
- **DHS CFO Outstanding Supervisor Award**
- **DHS CFO Special Act Award**
- **DHS CFO Special Act Award**
- **Harvard University, John F. Kennedy School of Government, Awarded an Executive Certificate in Public Leadership**
- **Stanford University, Certificate of Completion for the Emerging CFO: Strategic Financial Leadership Program**
- **Stanford University, Certificate of Completion in Leading Change and Organizational Renewal**

17. Please list each book, article, column, Internet blog posting, or other publication you have authored, individually or with others. Include a link to each publication when possible. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Response: Not applicable

18. List all digital platforms (including social media and other digital content sites) on which you currently or have formerly operated an account, regardless of whether or not the account was held in your name or an alias. Include the name of an “alias” or “handle” you have used on each of the named platforms. Indicate whether the account is active, deleted, or dormant. Include a link to each account if possible.

Response:

- **Facebook (active) ([Viquar Ahmad | Facebook](#))**
- **LinkedIn (dormant)**

19. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony.

Response: Not applicable

20. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

Response: I have served in public administration/financial management leadership roles in the public sector for more than 20 years. During this time, I have gained comprehensive experience in resource planning, budgeting, internal controls for financial administration, policy development, and leading and managing organizational change.

I have been a key contributor in developing policies and allocating resources to successfully address the demands of our nation's most critical and rapidly shifting financial requirements, including funding for natural disasters, cybersecurity, workforce training, education, bio-medical research and multi-billion dollar national security acquisitions. I have consistently cultivated and directed teams to integrate process improvements, utilize structured approach to solve problems, and inspired staff to further standards of excellence.

I wish to serve in this position because my professional experiences have prepared me well to effectively lead and partner with the dedicated public servants at the Department of Commerce. If confirmed, I will work hard to advance our common mission to build a stronger American economy.

21. What do you believe are your responsibilities, if confirmed, to ensure that the department/agency has proper management and accounting controls, and what experience do you have in managing a large organization?

Response: My responsibilities would include providing leadership to ensure the appropriate Federal managers under my charge are taking systematic and proactive measures for establishing and maintaining internal control to achieve the objectives of effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations. Identification of needed improvements and taking prompt corrective actions would take precedence. I have spent more than a decade in management-level positions while at the U.S. Department of Homeland Security and at the U.S. House of Representatives.

22. What do you believe to be the top three challenges facing the department/agency, and why?

Response: My top priority would be to help the Secretary, Deputy Secretary, and other senior leadership put forth the best budget to support the Department of Commerce's strategic needs.

Second, I believe we must provide evidence to our partners, Congress, and the public that we are good stewards of public resources.

Finally, if confirmed, I look forward to the opportunity to ensure our human resource focus will be on recruiting, developing, and retaining a well-rounded cadre that understands not just how to do a job, but how varied functional expertise plays into the overall mission.

B. POTENTIAL CONFLICTS OF INTEREST

1. Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.

Response: I have no financial arrangements, deferred compensation agreements, or continuing dealings with business associates, clients, or customers. I am enrolled in the Federal Government's Thrift Savings Program (TSP), which is not required to be disclosed on OGE Form 278, but hold no other retirement accounts.

2. Do you have any commitments or agreements, formal or informal, to maintain employment, affiliation, or practice with any business, association or other organization during your appointment? If so, please explain.

Response: Not applicable

3. Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

Response: Any potential conflict of interest will be resolved in accordance with the terms of my ethics agreement, which was developed in consultation with ethics officials at the Department of Commerce and the Office of Government Ethics. I understand that my ethics agreement has been provided to the Committee. I am not aware of any potential conflict other than those addressed by my ethics agreement.

4. Describe any business relationship, dealing, or financial transaction which you have had during the last ten years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated. Explain how you will resolve each potential conflict of interest.

Response: Any potential conflict of interest will be resolved in accordance with the terms of my ethics agreement, which was developed in consultation with ethics officials at the Department of Commerce and the Office of Government Ethics. I understand that my ethics agreement has been provided to the Committee. I am not aware of any potential conflict other than those addressed by my ethics agreement.

5. Identify any other potential conflicts of interest, and explain how you will resolve each potential conflict of interest.

Response: Other than those addressed by my ethics agreement, I am not aware of any other potential conflict of interest. Any potential conflict of interest will be resolved in accordance with the terms of my ethics agreement, which was developed in consultation with ethics officials at the Department of Commerce and the Office of Government Ethics.

6. Describe any activity during the past ten years, including the names of clients represented, in which you have been engaged for the purpose of directly or indirectly influencing the passage, defeat, or modification of any legislation or affecting the administration and execution of law or public policy.

Response: Not applicable

C. LEGAL MATTERS

1. Have you ever been disciplined or cited for a breach of ethics, professional misconduct, or retaliation by, or been the subject of a complaint to, any court, administrative agency, the Office of Special Counsel, professional association, disciplinary committee, or other professional group? If yes:

- a. Provide the name of agency, association, committee, or group;
- b. Provide the date the citation, disciplinary action, complaint, or personnel action was issued or initiated;
- c. Describe the citation, disciplinary action, complaint, or personnel action;
- d. Provide the results of the citation, disciplinary action, complaint, or personnel action.

Response: Not applicable

2. Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.

Response: Not applicable

3. Have you or any business or nonprofit of which you are or were an officer ever been involved as a party in an administrative agency proceeding, criminal proceeding, or civil litigation? If so, please explain.

Response: Not applicable

4. Have you ever been convicted (including pleas of guilty or nolo contendere) of any criminal violation other than a minor traffic offense? If so, please explain.

Response: Not applicable

5. Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.

Response: Not applicable

6. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be disclosed in connection with your nomination.

Response: Not applicable

D. RELATIONSHIP WITH COMMITTEE

1. Will you ensure that your department/agency complies with deadlines for information set by congressional committees, and that your department/agency endeavors to timely comply with requests for information from individual Members of Congress, including requests from members in the minority?

Response: Yes. Having served in the Legislative Branch, I have tremendous respect for Congress as an institution and its oversight role. I recognize the importance of accessibility to the department and, if confirmed, will work hard to cultivate and maintain a positive and productive relationship.

2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures?

Response: Yes

3. Will you cooperate in providing the Committee with requested witnesses, including technical experts and career employees, with firsthand knowledge of matters of interest to the Committee?

Response: Yes

4. Are you willing to appear and testify before any duly constituted committee of the Congress on such occasions as you may be reasonably requested to do so?

Response: Yes

F. AFFIDAVIT

Viqar Ahmad being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Viqar Ahmad
Signature of Nominee

Subscribed and sworn before me this 14 day of 09, 2021.

P. Shabbir
Notary Public



EXECUTIVE PROFILE

Performance-driven leader with extensive experience in finance, legislative affairs, administration/management, and strategic planning and analysis. A skilled relationship builder with proven strength in developing consensus among diverse group of stakeholders. Collaborator across business units to design and deliver executive decisions that significantly impact organizations. Results-focused, astute change manager, consistently cultivating and directing teams to integrate process improvements and exceed customer expectations. Proactive leader of large programs with extensive knowledge in planning, organizing, and evaluating activities of a public sector organization. Strategic thinker with expertise in executing multi-billion dollar budgets and utilizing a structured approach to solve problems.

WORK EXPERIENCE

Deputy Chief Financial Officer
U.S. House of Representatives
Washington, D.C.

April 2017 – Present

Oversee the U.S. House of Representatives' (House) financial operations and reporting, strategic direction, financial policy development, financial audit, internal controls, performance management, and capital planning. Responsible for House's annual \$1.5 billion budget, accounting, payroll, and financial support services for nearly 500 offices. Lead staff of 95 personnel. Coordinate with House Information Resources on effective operations of various financial management systems. Strengthen cross-organizational priorities including enterprise risk management, financial management competencies, workforce development, and customer service. Contribute to the development and maintenance of business continuity of operations plans and activities for the House's financial operations.

Key Leadership Accomplishments:

- Led and managed organization through significant change. Reinvigorated the strategic business focus and improved quality and timeliness of financial services.
- Played a vital role in the House's receipt of a clean, unmodified audit opinion with zero significant deficiencies, demonstrating a commitment to stewardship of taxpayer dollars and compliance with all government accounting standards and regulations.
- Skillfully managed operational activities, ensuring seamless transition of power for the second largest freshman class in CAO history and a House majority party change.
- Clearly articulated Office of Finance vision and goals. Created and implemented strategic plan that delivers objective levels of service with measurable metrics.
- Directed the development of 200+ policies, processes, procedures, including workflow maps, to serve as the operational foundation of the Office of Finance.
- Oversaw organizational skills gaps assessment. Developed and instituted training to strengthen staff core competencies and enhance professional development.

Assistant Director, Budget

U.S. Department of Homeland Security (DHS)
Washington, D.C.

October 2009 – April 2017

Promoted to lead the Department's Budget Integration Team with broad-ranging responsibilities on an over \$60 billion budget to include: overseeing development and submission of DHS budget justifications; managing full-range of budget execution functions; providing technical, operational, and administrative support for budgetary IT systems; delivering comprehensive expertise on appropriations legislation, as well as leading preparation for the Secretary's appropriations and budget-related hearings; managing information requests from Congressional Appropriations Committees; and developing authoritative guidance and training for staff and DHS components.

Previously, led and managed senior budget analysts charged with oversight of the United States Coast Guard (USCG), Federal Emergency Management Agency, National Protection and Programs Directorate, Science and Technology Directorate, Office of Health Affairs, and Domestic Nuclear Detection Office.

Key Leadership Accomplishments:

- Oversaw formulation and execution of multiple President's Budgets exceeding \$60 billion, and multi-billion dollar Emergency Supplementals for natural disasters. Briefed DHS senior leadership, the White House Office of Management and Budget (OMB), and key Congressional staff on budget requests. Drafted one-pagers to support DHS leadership on budget and politically sensitive issues during Congressional testimony. Recognized by management for outstanding service.
- Successfully managed and obtained funding for USCG's \$31 billion recapitalization plan of its aging fleet of cutters, aircraft, shore facilities, and critical operational requirements. Provided options generating significant cost savings. Consistently built coalitions, demonstrated subject matter expertise, and leadership abilities to achieve results. Recognized with USCG Meritorious Public Service Medal.
- Increased employee productivity and satisfaction by coaching and engaging staff to further standards of excellence. Received Outstanding Supervisor Award.
- Prepared high-level briefings and position papers on resource issues and operational effectiveness. Facilitated decision-making, ensuring scarce resources were aligned to the most pressing operational needs, including nearly \$400 million for cybersecurity threats and increase in migration of unaccompanied children.
- Played a key role in eliminating DHS' complex legacy appropriations structure to a streamlined common appropriations fund types with standard terminologies. Recognized as part of a team with the DHS Comptroller's Award for Superior Mission Achievement.
- Produced innovative options to fund the Disaster Relief Fund under a reduced topline. Recognized for analytical rigor and creativity. Received Special Act Award.
- Effectively served as DHS point of contact and collaborated with USCG and key Congressional aides to obtain funding for response and recovery efforts on the largest maritime oil spill in the U.S. history. Provided oversight and accountability to maximize resources. Recognized with Special Act Award.

Staff Director & Associate Chief Financial Officer August 2007 – October 2008
Corporation for National and Community Service
Washington, D.C.

Managed 20 senior staff responsible for the development and execution of a nearly \$900 million annual budget. Oversaw budget analysis, planning, and forecasting activities. Established policies, processes and procedures to ensure that activities were appropriately tracked and analyzed to support fact-based financial and budget decision-making. Coordinated and monitored implementation of long and short-range plans of the Office of CFO. Communicated with senior Congressional and White House personnel on budgetary and policy matters. Interpreted and assessed the impact of Executive Orders, OMB guidelines and directives, and policies and precedents within and across agency lines. Provided authoritative advice to management on the federal budget process including Congressional legislation and OMB policies and precedents.

Key Leadership Accomplishments:

- Identified an impending financial crisis and quickly established policies to avert a violation of the Anti-Deficiency Act. Successfully negotiated with Congress to secure additional funds for critical operational expenses.
- Proactively implemented transparent financial operations, streamlined business practices, and fostered a collaborative work environment.
- Reorganized offices to enhance consistency in process and improved performance.
- Ensured program, legislative and management goals were reflected in internal and external guidance and activities. Improved communications with the Corporation Board Committee on Management, Audit and Governance.

Assistant to the Chairman February 2004 – July 2007
U.S. House of Representatives
Appropriations Subcomm. on Labor, Health and Human Services, and Education
Washington, D.C.

Served as personal advisor to the Chairman. Developed, planned, and implemented fiscal policies and financing of major national programs. Persuaded decision makers to follow a recommended course of action consistent with financial and budget management policies, objectives and regulations. Collaborated with key Congressional staff towards the goal of enactment of legislation. Provided background on media inquiries, drafted press releases, newsletters, and wrote floor statements and talking points for the Chairman. Represented the Chairman in interaction with key federal agency staff, constituents, and broad range of industry sectors and special interest groups. Participated in public speaking engagements.

Key Leadership Accomplishments:

- Enabled the Chairman to successfully enact into law the largest domestic discretionary spending bills considered by Congress. Built strategic relationships to preserve funding and policies important to the Chair. Ensured legislation reflected priorities outlined by a diverse constituency of stakeholders.
- Developed proficiency and understanding of complex budget and policy issues on the largest, most complex and politically charged domestic discretionary spending bill considered by Congress.

Director of University Initiatives**July 1999 – February 2004**

The University of Texas System (UTS)
Office of Federal Relations (OFR)
Washington, D.C.

Represented the University of Texas System (UTS) before all branches of federal government. Successfully led OFR during leadership vacancy. Created and implemented goals and objectives of the Archer Fellowship Program, which enabled outstanding students from the UTS campuses to study and intern in Washington, D.C. Prepared annual budgets, reconciled accounts, and conducted analyses of Federal government higher education investments. *Received two promotions for outstanding performance.*

Key Leadership Accomplishments:

- Played a key role in establishing the first-ever the Office of Federal Relations.
- Assisted in drafting UTS federal agenda, which supported and aggressively sought funding for each of the 15 component institutions.
- Identified new funding opportunities, facilitated collaboration, and advocated for largest ever UTS initiatives in nanotechnology and homeland security.
- Proposed and instituted procurement guidelines yielding over 50% in savings.

EDUCATION

Harvard University, John F. Kennedy School of Government, Cambridge, MA
Awarded an Executive Certificate in Public Leadership – November 2019

Stanford University, Palo Alto, CA

Certificate of Completion for the Emerging CFO: Strategic Financial Leadership Program – August 2020

Certificate of Completion in Leading Change and Organizational Renewal – November 2018

George Washington University, Washington, D.C.

Master's Degree in Public Administration – May 2003

The University of Texas at Austin, Austin, TX

Bachelor's Degree with Honors in Corporate Communication – May 1999

AWARDS AND HONORS

United States Coast Guard Meritorious Public Service Medal (2016)

DHS Comptroller's Award for Superior Mission Achievement (team recognition – 2016)

DHS Outstanding Service Award (2016)

DHS CFO Outstanding Supervisor Award (2015)

DHS CFO Special Act Award (2012)

DHS CFO Special Act Award (2010)