

# **Presidential Appointments to Full-Time Positions in Executive Departments During the 114<sup>th</sup> Congress**

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## Summary

The President makes appointments to positions within the federal government, either using the authorities granted by law to the President alone, or with the advice and consent of the Senate. There are some 350 full-time leadership positions in the 15 executive departments for which the Senate provides advice and consent. This report identifies all nominations submitted to the Senate during the 114<sup>th</sup> Congress for full-time positions in these 15 executive departments.

Information for each department is presented in tables. The tables include full-time positions confirmed by the Senate, pay levels for these positions, and appointment action within each executive department. Additional summary information across all 15 executive departments appears in the Appendix.

During the 114<sup>th</sup> Congress, the President submitted 102 nominations to the Senate for full-time positions in executive departments. Of these 102 nominations, 64 were confirmed, 8 were withdrawn, and 30 were returned to him in accordance with Senate rules. For those nominations that were confirmed, a mean (average) of 156.1 days elapsed between nomination and confirmation. The median number of days elapsed was 125.5.

Information for this report was compiled using the Senate nominations database of the Legislative Information System (LIS) at <http://www.lis.gov/nomis/>, the *Congressional Record* (daily edition), the *Weekly Compilation of Presidential Documents*, telephone discussions with agency officials, agency websites, the *United States Code*, and the 2016 *Plum Book (United States Government Policy and Supporting Positions)*.

This report will not be updated.

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## Introduction

The President is responsible for appointing individuals to positions throughout the federal government. In some instances, the President makes these appointments using authorities granted by law to the President alone. Other appointments are made with the advice and consent of the Senate via the nomination and confirmation of appointees. Presidential appointments with Senate confirmation are often referred to with the abbreviation PAS. This report identifies, for the 114<sup>th</sup> Congress, all nominations submitted to the Senate for executive-level full-time positions in the 15 executive departments for which the Senate provides advice and consent.<sup>1</sup> It excludes appointments to regulatory boards and commissions as well as to independent and other agencies, which are covered in other Congressional Research Service (CRS) reports.

Information for this report was compiled using the Senate nominations database of the Legislative Information System (LIS) at <http://www.lis.gov/nomis/>, the *Congressional Record* (daily edition), the *Weekly Compilation of Presidential Documents*, telephone discussions with agency officials, agency websites, the *United States Code*, and the 2016 *Plum Book (United States Government Policy and Supporting Positions)*.

Related CRS reports regarding the presidential appointments process, nomination activity for other executive branch positions, recess appointments, and other appointment-related matters may be found at <http://www.crs.gov>.<sup>2</sup>

## Appointments During the 114<sup>th</sup> Congress

**Table 1** summarizes appointment activity, during the 114<sup>th</sup> Congress, related to full-time PAS positions in the 15 executive departments. President Barack H. Obama submitted 102 nominations to the Senate for full-time positions in executive departments. Of these 102 nominations, 64 were confirmed; 8 were withdrawn; and 30 were returned to the President under the provisions of Senate rules.<sup>3</sup>

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<sup>1</sup> Full-time departmental presidential appointments with Senate confirmation (PAS positions) that are not covered in this report include U.S. attorney and U.S. marshal positions in the Department of Justice; most Foreign Service and diplomatic positions in the Department of State; and the officer corps in the military services. Nominees to these positions are generally submitted in groups, often with dozens or hundreds of names appearing in a single nomination, and tend to be of a noncontroversial nature.

<sup>2</sup> A collection of such reports may be found at <http://www.crs.gov/search/#/0?termsToSearch=Executive%20%26%20Judicial%20Branch%20Appointments&orderBy=Date&navIds=4294931003>.

<sup>3</sup> Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate provides that “Nominations neither confirmed nor rejected during the session at which they are made shall not be acted upon at any succeeding session without being again made to the Senate by the President; and if the Senate shall adjourn or take a recess for more than thirty days, all nominations pending and not finally acted upon at the time of taking such adjournment or recess shall be returned by the Secretary to the President, and shall not again be considered unless they shall again be made to the Senate by the President.” U.S. Congress, Senate Committee on Rules and Administration, *Senate Manual*, 113<sup>th</sup> Cong., 1<sup>st</sup> sess., S. Doc. 113-1 (Washington: GPO, 2014), p. 59.

**Table 1. Appointment Action for 15 Departments During the 114<sup>th</sup> Congress**

<b>Positions in the 15 Departments (total)</b>	<b>350</b>
Positions to which nominations were made	101
Individual nominees	101
<b>Nominations Submitted to the Senate (total)</b>	<b>102</b>
Disposition of nominations	
Confirmed by the Senate	64
Withdrawn	8
Returned	30
<b>Recess Appointments</b>	<b>0</b>

**Source:** Table developed by the Congressional Research Service (CRS) using data presented in the appendices of this report.

## Length of Time to Confirm a Nomination

The length of time a given nomination may be pending in the Senate has varied widely. Some nominations were confirmed within a few days, others were confirmed within several months, and some were never confirmed. This report provides, for each executive department nomination confirmed in the 114<sup>th</sup> Congress, the number of days between nomination and confirmation (“days to confirm”).

Under Senate Rules, nominations not acted on by the Senate at the end of a session of Congress (or before a recess of 30 days) are returned to the President.<sup>4</sup> The Senate, by unanimous consent, often waives this rule—although not always.<sup>5</sup> In cases where the President resubmits a returned nomination, this report measures the days to confirm from the date of receipt of the resubmitted nomination, not the original.

For executive department nominations confirmed in the 114<sup>th</sup> Congress, a mean of 156.1 days elapsed between nomination and confirmation. The median number of days elapsed was 125.5.

## Organization of this Report

### Executive Department Profiles

Each of the 15 executive department profiles provided in this report is divided into two parts. The first table lists the titles and pay levels of all the department’s full-time PAS positions as of the end of the 114<sup>th</sup> Congress.<sup>6</sup> For most presidentially appointed positions requiring Senate confirmation, pay levels fall under the Executive Schedule. As of the end of the 114<sup>th</sup> Congress,

<sup>4</sup> For more information on floor procedure related to Senate consideration of nominations, see CRS Report RL31980, *Senate Consideration of Presidential Nominations: Committee and Floor Procedure*, by Elizabeth Rybicki.

<sup>5</sup> Notably, on January 3, 2014, nearly all nominations were returned to the President under Senate rules, between the first and second session of the 113<sup>th</sup> Congress. No unanimous consent agreement was reached that nominations received in the first session remain as status quo notwithstanding Senate Rule XXXI (which requires nominations not acted upon to be returned to the President at the end of the session). In most cases, the President re-nominated those individuals whose nominations had been returned to him.

<sup>6</sup> See footnote 1 for a list of full-time positions not included in this report.

these pay levels range from level I (\$205,700) for Cabinet-level offices to level V (\$150,200) for lower-ranked positions.<sup>7</sup>

The second table lists appointment action for vacant positions during the 114<sup>th</sup> Congress in chronological order. This table provides the name of the nominee, position title, date of nomination or appointment, date of confirmation, and number of days between receipt of a nomination and confirmation, and notes relevant actions other than confirmation (e.g., nominations returned to or withdrawn by the President).

When more than one nominee has had appointment action, the second table also provides statistics on the length of time between nomination and confirmation. The average days to confirm are provided in two ways: mean and median. The mean is a more familiar measure, though it may be influenced by outliers in the data. The median, by contrast, does not tend to be influenced by outliers. In other words, a nomination that took an extraordinarily long time to be confirmed might cause a significant change in the mean, but the median would be unaffected. Examining both numbers offers more information with which to assess the central tendency of the data.

For a small number of positions within a department, the two tables may contain slightly different titles for the same position. This is because the title used in the nomination the White House submits to the Senate, the title of the position as established by statute, and the title of the position used by the department itself are not always identical. The first table listing incumbents at the end of the 114<sup>th</sup> Congress uses data provided by the department itself. The second table listing nomination action within each department relies primarily upon the LIS database of Senate nominations.<sup>8</sup> This information is based upon nominations sent to the Senate by the White House. Any inconsistency in position titles between the two tables is noted following each appointment table.

## **Additional Appointment Information**

**Appendix A** provides two tables. **Table A-1** relists all appointment action identified in this report and is organized alphabetically by the appointee's last name. Table entries identify the agency to which each individual was appointed, position title, nomination date, date confirmed or other final action, and duration count for confirmed nominations. The table also includes the mean and median values for the "days to confirm" column.

**Table A-2** provides summary data for each of the 15 executive departments identified in this report. The table summarizes the number of positions, nominations submitted, individual nominees, confirmations, nominations returned, and nominations withdrawn for each department. It also provides the mean and median values for the numbers of days taken to confirm nominations within each department.

A list of department abbreviations can be found in **Appendix B**.

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<sup>7</sup> U.S. Office of Personnel Management, "Salary Table No. 2016-EX," available at <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/16Tables/exec/html/EX.aspx>.

<sup>8</sup> In some cases, the title drawn from the Legislative Information System (LIS) database is expanded upon for clarity in the second table. For example, Todd A. Weiler was nominated to be Assistant Secretary of Defense for the Department of Defense (DOD). His nomination, as shown in the LIS database, does not indicate to *which* assistant secretary position he was nominated; it merely states that he was nominated as an assistant secretary. In the section on DOD, the second table shows that he was nominated to be Assistant Secretary for Manpower and Reserve Affairs.

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The Bill of Rights  
Amendments XI–XXVII



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## Department of Agriculture

**Table 2. Full-Time PAS Positions in the Department of Agriculture**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Farm and Foreign Agricultural Services	III
Under Secretary—Food, Nutrition, and Consumer Services	III
Under Secretary—Food Safety	III
Under Secretary—Marketing and Regulatory Programs	III
Under Secretary—Natural Resources and Environment	III
Under Secretary—Research, Education, and Economics	III
Under Secretary—Rural Development	III
Assistant Secretary—Civil Rights	IV
Assistant Secretary—Congressional Relations	IV
Chief Financial Officer <sup>c</sup>	IV
General Counsel	IV

**Source:** Table created using data from agency websites and the Legislative Information System (LIS) Senate nominations database at <http://www.lis.gov/nomis/>.

**Notes:** PAS refers to presidential appointments with the advice and consent of the Senate.

- a. The President may remove an inspector general (IG) from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. The chief financial officer (CFO) may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)). In previous Congresses, the CFO for the Department of Agriculture has been appointed by the President, with the advice and consent of the Senate.

**Table 3. Department of Agriculture Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Jeffrey M. Prieto	General Counsel	03/25/15	07/29/15	126

**Source:** Table created by CRS using data found in the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

# Department of Commerce

**Table 4. Full-Time PAS Positions in the Department of Commerce**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Economic Affairs	III
Under Secretary—Export Administration <sup>c</sup>	III
Under Secretary—Intellectual Property/Director, U.S. Patent and Trademark Office (USPTO)	III
Under Secretary—International Trade	III
Under Secretary—Oceans and Atmosphere/Administrator—National Oceanic and Atmospheric Administration (NOAA)	III
Under Secretary—Standards and Technology/Director—National Institute of Standards and Technology <sup>d</sup>	III
Assistant Secretary—Administration/Chief Financial Officer <sup>e</sup>	IV
Assistant Secretary—Communications and Information	IV
Assistant Secretary—Economic Development	IV
Assistant Secretary—Export Administration	IV
Assistant Secretary—Export Enforcement	IV
Assistant Secretary—Import Administration <sup>f</sup>	IV
Assistant Secretary—Industry and Analysis	IV
Assistant Secretary—Legislative and Intergovernmental Affairs	IV
Assistant Secretary—Environmental Observation and Prediction/Deputy Administrator, NOAA	IV
Assistant Secretary—Conservation and Management/Deputy Administrator, NOAA	IV
Assistant Secretary—Global Markets/Director General, U.S. and Foreign Commercial Service	IV
Director—Bureau of the Census <sup>g</sup>	IV
Director—National Institute of Standards and Technology	IV
General Counsel	IV

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”

- c. Within the Department of Commerce (DOC), this position is also sometimes known as Under Secretary of Industry and Security.
- d. New position as of January 4, 2011, P.L. 111-358. According to §403(a), “the individual serving as the Director of the Institute on the date of enactment of the National Institute of Standards and Technology Authorization Act of 2010 shall also serve as the Under Secretary until such time as a successor is appointed under subsection (b).”
- e. The CFO may be appointed by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- f. Within the DOC, this position is also sometimes known as Assistant Secretary for Enforcement and Compliance.
- g. P.L. 112-166 established a five-year term for the Director of the Bureau of the Census and required the nominee to have certain specified qualifications (13 U.S.C. §21).

**Table 5. Department of Commerce Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Michelle K. Lee	Under Sec.—Intellectual Property / Dir. - USPTO	01/08/15	03/09/15	60
Manson K. Brown	Asst. Sec.—Environmental Observation and Prediction	01/29/15	03/16/15	46
Willie E. May	Under Sec.—Standards and Technology	02/25/15	05/04/15	68
Steven M. Haro	Asst. Sec.—Legislative and Intergovernmental Affairs	10/05/15	12/16/15	72
Peggy E. Gustafson	Inspector General	04/25/16	12/10/16	229
<b>Mean number of days to confirm a nomination</b>				<b>95.0</b>
<b>Median number of days to confirm a nomination</b>				<b>68.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

## Department of Defense

**Table 6. Full-Time PAS Positions in the Department of Defense**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Inspector General—National Security Agency <sup>a</sup>	III + 3% <sup>b</sup>
Inspector General—National Reconnaissance Office <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Acquisition, Technology, and Logistics	II
Under Secretary—Comptroller/Chief Financial Officer <sup>c</sup>	III
Under Secretary—Intelligence	III
Under Secretary—Personnel and Readiness	III
Under Secretary—Policy	III

<b>Position</b>	<b>Pay Level</b>
Deputy Chief Management Officer	III
Principal Deputy Under Secretary—Acquisition, Technology, and Logistics	III
Principal Deputy Under Secretary—Comptroller	IV
Principal Deputy Under Secretary—Intelligence <sup>d</sup>	IV
Principal Deputy Under Secretary—Personnel and Readiness	IV
Principal Deputy Under Secretary—Policy	IV
Assistant Secretary—Acquisition	IV
Assistant Secretary—Asian and Pacific Security Affairs	IV
Assistant Secretary—Global Strategic Affairs	IV
Assistant Secretary—Health Affairs	IV
Assistant Secretary—Homeland Defense and Global Security	IV
Assistant Secretary—International Security Affairs	IV
Assistant Secretary—Legislative Affairs	IV
Assistant Secretary—Logistics and Materiel Readiness	IV
Assistant Secretary—Nuclear, Chemical, and Biological Defense Programs	IV
Assistant Secretary—Operational Energy Plans and Programs	IV
Assistant Secretary—Readiness and Force Management <sup>e</sup>	IV
Assistant Secretary—Research and Engineering	IV
Assistant Secretary—Reserve Affairs	IV
Assistant Secretary—Special Operations and Low-Intensity Conflict	IV
Director—Cost Assessment and Program Evaluation	IV
Director—Operational Test and Evaluation <sup>f</sup>	IV
General Counsel	IV
<b>Department of the Air Force</b>	
Secretary	II
Under Secretary	III
Assistant Secretary—Acquisition	IV
Assistant Secretary—Financial Management/Comptroller	IV
Assistant Secretary—Manpower and Reserve Affairs	IV
Assistant Secretary—Installations, Environment and Logistics	IV
General Counsel	IV
<b>Department of the Army</b>	
Secretary	II
Under Secretary	III
Assistant Secretary—Civil Works	IV
Assistant Secretary—Financial Management/Comptroller	IV
Assistant Secretary—Acquisition, Logistics and Technology	IV

Position	Pay Level
Assistant Secretary—Installations, Energy and Environment	IV
Assistant Secretary—Manpower and Reserve Affairs	IV
General Counsel	IV
<b>Department of the Navy</b>	
Secretary	II
Under Secretary	III
Assistant Secretary—Financial Management/Comptroller	IV
Assistant Secretary—Energy, Installations and Environment	IV
Assistant Secretary—Manpower and Reserve Affairs	IV
Assistant Secretary—Research, Development, and Acquisition	IV
General Counsel	IV
<b>Joint Chiefs of Staff<sup>§</sup></b>	(Members of the Joint Chiefs of Staff are compensated under the military pay system rather than the Executive Schedule.)
Chairman	
Vice Chairman	
Chief of Staff (Air Force)	
Chief of Staff (Army)	
Chief of Naval Operations	
Commandant of the Marine Corps	
Chief of the National Guard Bureau	

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- d. The position of Principal Deputy Under Secretary for Intelligence was made a presidential appointment requiring the advice and consent of the Senate under the provisions of P.L. 111-84, Division A, Title IX, Subtitle A, §906(a) (123 Stat. 2428) and was filled by a confirmed nomination for the first time during the 113<sup>th</sup> Congress.
- e. The position of Assistant Secretary for Readiness and Force Management was established by P.L. 111-383, Title IX, §901(b)(4)(A)(i) and was filled for the first time during the 113<sup>th</sup> Congress.
- f. The President may remove the Director of Operational Test and Evaluation from office. The law provides that “The President shall communicate the reasons for any such removal to both Houses of Congress” (10 U.S.C. §139(a)(1)).
- g. The chairman and vice chairman serve two-year terms; other members serve four-year terms. See 10 U.S.C. §152(a) and 10 U.S.C. §154(a)(3).



**Table 7. Department of Defense Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Ashton B. Carter	Secretary of Defense	01/07/15	02/12/15	36
Alissa M. Starzak	General Counsel—Army	01/13/15	12/14/15	335
John Conger	Prin. Dep. Under Sec.—Comptroller	03/04/15	12/14/15	285
Peter Levine	Dep. Chief Mgmt. Officer	03/04/15	05/23/15	80
Juan M. Garcia III	Asst. Sec.—Manpower and Reserve Affairs	03/19/15	Withdrawn 05/07/15	
Stephen P. Welby	Asst. Sec.—Research and Engineering	03/19/15	12/14/15	270
Franklin R. Parker	Asst. Sec.—Navy—Manpower and Reserve Affairs	03/26/15	12/14/15	263
Gabriel Camarillo	Asst. Sec.—Air Force—Manpower and Reserve Affairs	04/13/15	12/16/15	247
Stephen C. Hedger	Asst. Sec.—Legislative Affairs	05/21/15	10/08/15	140
Joseph F. Dunford Jr.	Chairman—Joint Chiefs of Staff	05/21/15	07/29/15	69
Paul J. Selva	Vice Chairman—Joint Chiefs of Staff	05/21/15	07/27/15	67
John M. Richardson	Chief of Naval Operations	06/04/15	08/05/15	62
Mark A. Milley	Chief of Staff (Army)	06/04/15	08/05/15	62
Brad R. Carson	Under Sec.—Personnel and Readiness	07/08/15	Withdrawn 03/17/16	
Robert B. Neller	Commandant of the Marine Corps	07/15/15	08/05/15	21
Elissa Slotkin	Asst. Sec.—International Security Affairs	07/30/15	Returned 01/03/17 <sup>a</sup>	
Marcel J. Lettre II	Under Sec.—Intelligence	08/05/15	12/16/15	133
Patrick J. Murphy	Under Sec.—Army	08/05/15	12/18/15	135
Ricardo A. Aguilara	Asst. Sec.—Air Force—Financial Management	09/21/15	02/01/16	133
Janine A. Davidson	Under Sec.—Navy	09/21/15	03/17/16	178
Lisa S. Disbrow	Under Sec.—Air Force	09/21/15	01/20/16	121
Eric K. Fanning	Secretary of the Army	09/21/15	05/17/16	239
Jennifer M. O'Connor	General Counsel	09/21/15	06/13/16	266
Phillip H. Cullom	Asst. Sec.—Energy, Installations, and Environment	11/19/15	Withdrawn 01/11/16	
Todd A. Weiler	Asst. Sec.—Manpower and Reserve Affairs	01/11/16	03/17/16	66
Joseph L. Lengyel	Chief of the National Guard Bureau	04/04/16	06/29/16	86
Susan S. Gibson	Inspector General—National Reconnaissance Office	04/18/16	09/15/16	150
David L. Goldfein	Chief of Staff (Air Force)	04/25/16	06/29/16	65
Thomas Atkin	Asst. Sec.—Homeland Defense and Global Security	05/26/16	Returned 01/03/17 <sup>a</sup>	
Daniel P. Feehan	Asst. Sec.—Readiness and Force Management	05/26/16	Returned 01/03/17 <sup>a</sup>	

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Glenn Fine	Inspector General	09/28/16	Returned 01/03/17 <sup>a</sup>	
Robert P. Storch	Inspector General—National Security Agency	11/29/16	Returned 01/03/17 <sup>a</sup>	
<b>Mean number of days to confirm a nomination</b>				<b>147.8</b>
<b>Median number of days to confirm a nomination</b>				<b>133.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

## Department of Education

**Table 8. Full-Time PAS Positions in the Department of Education**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Director—Institute of Education Sciences <sup>a</sup>	II
Inspector General <sup>b</sup>	III + 3% <sup>c</sup>
Under Secretary	III
Chief Financial Officer <sup>d</sup>	IV
Assistant Secretary—Civil Rights	IV
Assistant Secretary—Communications and Outreach	IV
Assistant Secretary—Elementary and Secondary Education	IV
Assistant Secretary—Legislation and Congressional Affairs	IV
Assistant Secretary—Planning, Evaluation and Policy Development	IV
Assistant Secretary—Postsecondary Education	IV
Assistant Secretary—Special Education and Rehabilitative Services	IV
Assistant Secretary—Vocational and Adult Education	IV
General Counsel	IV
Commissioner—Rehabilitation Services Administration	V

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. This position has a six-year term and specified qualifications. See 20 U.S.C. §9514.
- b. The President may remove IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).

- c. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- d. The CFO may be appointed by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)). In previous Congresses, the CFO for the Department of Education has been appointed by the President, with the advice and consent of the Senate.

**Table 9. Department of Education Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Ericka M. Miller	Asst. Sec.—Postsecondary Education	03/04/15	Withdrawn	06/08/15
Michael K. Yudin	Asst. Sec.—Special Education and Rehabilitative Services	03/04/15	06/02/15	90
Julius L. Horwich	Asst. Sec.—Legislation and Congressional Affairs	05/11/15	07/14/16	430
John B. King	Secretary of Education	02/11/16	03/14/16	32
Matthew Lehigh	Asst. Sec.—Communications and Outreach	04/07/16	Returned	01/03/17 <sup>a</sup>
Amy McIntosh	Asst. Sec.—Planning, Evaluation, and Policy Development	04/07/16	Returned	01/03/17 <sup>a</sup>
Antonia Whalen	Asst. Sec.—Elementary and Secondary Education	04/07/16	Returned	01/03/17 <sup>a</sup>
<b>Mean number of days to confirm a nomination</b>				<b>184.0</b>
<b>Median number of days to confirm a nomination</b>				<b>90.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

## Department of Energy

**Table 10. Full-Time PAS Positions in the Department of Energy**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Management & Performance	III
Under Secretary—Nuclear Security/Administrator—National Nuclear Security Administration (NNSA)	III
Under Secretary—Science	III
Director—Advanced Research Projects Agency-Energy	III
Principal Deputy Administrator—NNSA	IV
Deputy Administrator—Defense Programs, NNSA	IV

Position	Pay Level
Deputy Administrator—Defense Nuclear Nonproliferation, NNSA	IV
Administrator—Energy Information Administration	IV
Assistant Secretary—Congressional and Intergovernmental Affairs	IV
Assistant Secretary—Electricity Delivery and Energy Reliability	IV
Assistant Secretary—Energy Efficiency and Renewable Energy	IV
Assistant Secretary—Environmental Management	IV
Assistant Secretary—Fossil Energy	IV
Assistant Secretary—Nuclear Energy	IV
Assistant Secretary—Policy and International Affairs	IV
Chief Financial Officer	IV
Director—Office of Civilian Radioactive Waste Management <sup>c</sup>	IV
Director—Office of Economic Impact and Diversity <sup>d</sup>	IV
Director—Office of Science	IV
General Counsel	IV

**Source:** CRS using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. According to a department spokesperson, the Office of Civilian Radioactive Waste Management was abolished as of September 2010. However, the position is still listed in the *U.S. Code* (42 U.S.C. §10224).
- d. This position is referred to as Director—Office of Minority Economic Impact in the Senate nominations database of the Legislative Information System. Within the Department of Energy, it is referred to as the Office of Economic Impact and Diversity.

**Table 11. Department of Energy Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Monica C. Regalbuto	Asst. Sec.—Environmental Management	02/25/15	08/05/15	161
Jonathan Elkind	Asst. Sec.—International Affairs	04/13/15	08/05/15	114
Victoria M.B. Wassmer	Under Sec.	07/27/15	Returned 01/03/17 <sup>a</sup>	
Cherry A. Murray	Dir.—Office of Science	08/05/15	12/10/15	127
John F. Kotek	Asst. Sec.—Nuclear Energy	10/05/15	Returned 01/03/17 <sup>a</sup>	
Dimitri F. Kusnezov	Dep. Admin. Defense Programs—National Nuclear Security Administration	04/07/16	Returned 01/03/17 <sup>a</sup>	
Susan F. Beard	Inspector General	04/18/16	Returned 01/03/17 <sup>a</sup>	



**The House of Representatives and Senate Explained**

# Congressional Procedure

**A Practical Guide to the Legislative Process in the U.S. Congress**

**Richard A. Arenberg**



Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Mean number of days to confirm a nomination				134.0
Median number of days to confirm a nomination				127.0

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules.

## Department of Health and Human Services

**Table 12. Full-Time PAS Positions in the Department of Health and Human Services**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Administrator—Centers for Medicare and Medicaid Services	III
Administrator—Substance Abuse and Mental Health Services Administration	IV
Assistant Secretary—Aging	IV
Assistant Secretary—Children and Families <sup>c</sup>	IV
Assistant Secretary—Health	IV
Assistant Secretary—Legislation	IV
Assistant Secretary—Planning and Evaluation	IV
Assistant Secretary—Preparedness and Response	IV
Assistant Secretary—Financial Resources/Chief Financial Officer <sup>d</sup>	IV
Commissioner—Food and Drugs	IV
Director—National Institutes of Health	IV
General Counsel	IV
Commissioner—Children, Youth, and Families	V
Commissioner—Administration for Native Americans	V
Director—Indian Health Service <sup>e</sup>	V
Surgeon General <sup>f</sup>	g

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”

- c. This position is called Assistant Secretary for Family Support in the Senate nominations database of the Legislative Information System. Within the Department of Health and Human Services, it is referred to as the Assistant Secretary for Children and Families.
- d. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)). The Assistant Secretary for Financial Resources is HHS's designated CFO.
- e. This position has a four-year term; a director may serve more than one term. See 25 U.S.C. §1661(a)(2).
- f. This position has a four-year term and specified qualifications. See 42 U.S.C. §205.
- g. The Surgeon General is compensated as a commissioned officer at level O-9. See 37 U.S.C. §201.

**Table 13. Department of Health and Human Services Appointment Action  
During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Rafael J. Lopez	Commissioner—Children, Youth, and Families	01/08/15	08/05/15	209
Maria Cancian	Asst. Sec.—Family Support	02/05/15	Returned 01/03/17 <sup>a</sup>	
Karen B. DeSalvo	Asst. Sec.—Health	05/07/15	Returned 01/03/17 <sup>a</sup>	
Andrew M. Slavitt	Admin.—Centers for Medicare and Medicaid Services	07/13/15	Returned 01/03/17 <sup>a</sup>	
Mary K. Wakefield	Dep. Sec.	07/13/15	Returned 01/03/17 <sup>a</sup>	
Robert M. Califf	Commissioner—Food and Drugs	09/16/15	02/24/16	161
<b>Mean number of days to confirm a nomination</b>				<b>185.0</b>
<b>Median number of days to confirm a nomination</b>				<b>185.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.
- b. This position is called Assistant Secretary for Family Support in the Senate nominations database of the Legislative Information System. Within the Department of Health and Human Services, it is referred to as the Assistant Secretary for Children and Families.

# Department of Homeland Security

**Table 14. Full-Time PAS Positions in the Department of Homeland Security**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Intelligence and Analysis	III
Under Secretary—Management	III
Under Secretary—National Protection and Programs Directorate	III
Under Secretary—Science and Technology	III
Director—U.S. Citizenship and Immigration Services	III
Commissioner—U.S. Customs and Border Protection	III
Assistant Secretary—Policy	IV
Assistant Secretary—Transportation Security Administration <sup>c</sup>	IV
Assistant Secretary—U.S. Immigration and Customs Enforcement <sup>d</sup>	IV
Chief Financial Officer <sup>e</sup>	IV
General Counsel	IV
Commandant of the U.S. Coast Guard	Admiral <sup>f</sup>
<b>Federal Emergency Management Agency (FEMA)</b>	
Administrator	II
Deputy Administrator—Protection and National Preparedness	III
Deputy Administrator	III

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. Within the Department of Homeland Security (DHS), this position is also sometimes known as the Administrator—Transportation Security Administration.
- d. Within the DHS, this position is also sometimes known as the Director of Immigration and Customs Enforcement.
- e. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- f. The Commandant of the Coast Guard is compensated under the military pay system, rather than the Executive Schedule, with the grade of admiral.

**Table 15. Department of Homeland Security Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Russell C. Deyo	Under Sec.—Management	01/08/15	04/16/15	98
Peter V. Neffenger	Asst. Sec.—Transportation Security Administration	04/28/15	06/22/15	55
<b>Mean number of days to confirm a nomination</b>				<b>76.5</b>
<b>Median number of days to confirm a nomination</b>				<b>76.5</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

## Department of Housing and Urban Development

**Table 16. Full-Time PAS Positions in the Department of Housing and Urban Development**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Assistant Secretary—Administration	IV
Assistant Secretary—Community Planning and Development	IV
Assistant Secretary—Congressional and Intergovernmental Relations	IV
Assistant Secretary—Fair Housing and Equal Opportunity	IV
Assistant Secretary—Housing/Federal Housing Administration Commissioner	IV
Assistant Secretary—Policy Development and Research	IV
Assistant Secretary—Public and Indian Housing	IV
Chief Financial Officer <sup>c</sup>	IV
General Counsel	IV
President—Government National Mortgage Association	IV

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”

- c. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).

**Table 17. Department of Housing and Urban Development Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
No appointment action during the 114 <sup>th</sup> Congress				

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

## Department of the Interior

**Table 18. Full-Time PAS Positions in the Department of the Interior**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Special Trustee for American Indians	a
Inspector General <sup>b</sup>	III + 3% <sup>c</sup>
Assistant Secretary—Fish and Wildlife and Parks	IV
Assistant Secretary—Indian Affairs	IV
Assistant Secretary—Insular Affairs	IV
Assistant Secretary—Land and Minerals Management	IV
Assistant Secretary—Policy, Management, and Budget/Chief Financial Officer	IV
Assistant Secretary—Water and Science	IV
Chair—National Indian Gaming Commission	IV
Solicitor	IV
Director—National Park Service	V
Director—Office of Surface Mining Reclamation and Enforcement	V
Commissioner—Bureau of Reclamation	V
Director—Bureau of Land Management	V
Director—U.S. Fish and Wildlife Service	V
Director—U.S. Geological Survey	V
Commissioner—Indian Affairs <sup>d</sup>	V

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The Special Trustee is to be paid “at a rate determined by the Secretary to be appropriate for the position, but not less than the rate of basic pay payable at Level II of the Executive Schedule” (25 U.S.C. §4042(b)(2)).
- b. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed



- from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- c. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
  - d. This position (provided for at 25 U.S.C. §1) has been vacant since 1981.

**Table 19. Department of the Interior Appointment Action  
During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Kristen J. Sarri	Asst. Sec.—Policy, Management, and Budget	01/08/15	Returned 01/03/17 <sup>a</sup>	
Suzette M. Kimball	Dir.—U.S. Geological Survey	02/26/15	12/18/15	295
Mary L. Kendall	Inspector General	06/08/15	Returned 01/03/17 <sup>a</sup>	

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

## Department of Justice

**Table 20. Full-Time PAS Positions in the Department of Justice**  
(as of the end of the 114<sup>th</sup> Congress)

Position <sup>a</sup>	Pay Level
Attorney General	I
Deputy Attorney General	II
Inspector General <sup>b</sup>	III + 3% <sup>c</sup>
Director—Bureau of Alcohol, Tobacco, Firearms, and Explosives <sup>d</sup>	III
Director—Federal Bureau of Investigation <sup>e</sup>	II
Administrator—Drug Enforcement	III
Associate Attorney General	III
Solicitor General	III
Assistant Attorney General—Antitrust Division	IV
Assistant Attorney General—Civil Division	IV
Assistant Attorney General—Civil Rights Division	IV
Assistant Attorney General—Criminal Division	IV
Assistant Attorney General—Environment and Natural Resources Division	IV
Assistant Attorney General—Legislative Affairs	IV
Assistant Attorney General—National Security Division	IV
Assistant Attorney General—Office of Justice Programs	IV

Position <sup>a</sup>	Pay Level
Assistant Attorney General—Office of Legal Counsel	IV
Assistant Attorney General—Office of Legal Policy	IV
Assistant Attorney General—Tax Division	IV
Deputy Administrator—Drug Enforcement Administration	IV
Director—Community Relations Service <sup>f</sup>	IV
Director—U.S. Marshals Service	IV
Special Counsel—Immigration-Related Unfair Employment Practices <sup>g</sup>	h
Director—Violence Against Women Office	V

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Positions in this column do not include the U.S. attorney and U.S. marshal positions. The chief financial officer (CFO) position is also not listed here. Although the Department of Justice is included in the statute that provides presidentially appointed and Senate-confirmed CFOs for all of the major executive branch agencies (31 U.S.C. §901(a)(1)), this provision is superseded by 28 U.S.C. §507, which provides that the Assistant Attorney General for Administration, appointed by the Attorney General with the approval of the President, shall be the CFO for the Department of Justice.
- b. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- c. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- d. The position of Director—Bureau of Alcohol, Tobacco, Firearms, and Explosives was made a presidential appointment requiring the advice and consent of the Senate under the provisions of P.L. 109-177, Title V §504 (120 Stat. 247), enacted March 9, 2006. It was filled for the first time in the 113<sup>th</sup> Congress.
- e. This position has a 10-year term. See 28 U.S.C. §532 note.
- f. This position has a four-year term. See 42 U.S.C. §2000g.
- g. This position has a four-year term. See 8 U.S.C. §1324b(c)(1).
- h. “The Special Counsel for Immigration-Related Unfair Employment Practices is entitled to receive compensation at a rate not to exceed the rate now or hereinafter provided for grade GS-17 of the General Schedule,” under 8 U.S.C. §1324b(c)(3).

**Table 21. Department of Justice Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Loretta E. Lynch	Attorney General	01/07/15	04/23/15	106
Sally Q. Yates	Dep. Atty. General	01/08/15	05/13/15	125
Stuart F. Delery	Assoc. Atty. General	01/27/15	Returned 12/18/15 <sup>a</sup>	
Cono R. Namorato	Asst. Atty. General—Tax Division	02/25/15	Returned 12/18/15 <sup>a</sup>	
<b>Mean number of days to confirm a nomination</b>				<b>115.5</b>
<b>Median number of days to confirm a nomination</b>				<b>115.5</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

## Department of Labor

**Table 22. Full-Time PAS Positions in the Department of Labor**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Assistant Secretary—Congressional and Intergovernmental Affairs	IV
Assistant Secretary—Disability Employment Policy	IV
Assistant Secretary—Employee Benefits Security Administration	IV
Assistant Secretary—Employment and Training Administration	IV
Assistant Secretary—Mine Safety and Health Administration	IV
Assistant Secretary—Occupational Safety and Health Administration	IV
Assistant Secretary—Policy	IV
Assistant Secretary—Veterans’ Employment and Training Service	IV
Chief Financial Officer <sup>c</sup>	IV
Commissioner—Bureau of Labor Statistics <sup>d</sup>	IV
Solicitor	IV
Administrator—Wage and Hour Division	V

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- d. This position has a four-year term. See 29 U.S.C. §3.

**Table 23. Department of Labor Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Adri D. Jayaratne	Asst. Sec.—Congressional and Intergovernmental Affairs	01/08/15	12/10/16	702
Michael H. Michaud	Asst. Sec.—Veterans' Employment and Training	07/30/15	11/19/15	112
<b>Mean number of days to confirm a nomination</b>				<b>407.0</b>
<b>Median number of days to confirm a nomination</b>				<b>407.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

## Department of State

**Table 24. Full-Time PAS Positions in the Department of State**  
(as of the end of the 114<sup>th</sup> Congress)

Position <sup>a</sup>	Pay Level
Secretary	I
Deputy Secretary	II
Deputy Secretary—Management and Resources	II
Inspector General <sup>b</sup>	III + 3% <sup>c</sup>
Under Secretary—Arms Control and International Security	III
Under Secretary—Economic Growth, Energy, and the Environment	III
Under Secretary—Civilian Security, Democracy, and Human Rights <sup>d</sup>	III
Under Secretary—Management	III
Under Secretary—Political Affairs	III
Under Secretary—Public Diplomacy and Public Affairs	III
Ambassador-at-Large—Global Women's Issues	IV
Ambassador-at-Large—International Religious Freedom	IV
Ambassador-at-Large/Director—Office to Monitor and Combat Trafficking in Persons	IV
Ambassador-at-Large—War Crimes Issues	IV
Ambassador-at-Large/Coordinator—Counterterrorism	IV
Ambassador-at-Large/Coordinator—U.S. Global AIDS	IV
Chief of Protocol	IV
Assistant Secretary—African Affairs	IV
Assistant Secretary—Arms Control, Verification and Compliance	IV
Assistant Secretary—Conflict and Stabilization Operations/ Coordinator—Reconstruction and Stabilization	IV
Assistant Secretary—Consular Affairs	IV

By Bradford Fitch

Includes  
U.S. Constitution and  
Declaration of Independence



# Citizen's Handbook

## To Influencing Elected Officials

Citizen Advocacy in  
State Legislatures and Congress



**TheCapitolNet**

Position <sup>a</sup>	Pay Level
Assistant Secretary—Democracy, Human Rights, and Labor	IV
Assistant Secretary—Diplomatic Security <sup>e</sup>	IV
Assistant Secretary—East Asian and Pacific Affairs	IV
Assistant Secretary—Economic and Business Affairs	IV
Assistant Secretary—Educational and Cultural Affairs	IV
Assistant Secretary—Energy Resources	IV
Assistant Secretary—European and Eurasian Affairs	IV
Assistant Secretary—Intelligence and Research	IV
Assistant Secretary—International Narcotics and Law Enforcement Affairs	IV
Assistant Secretary—International Organizational Affairs	IV
Assistant Secretary—International Security and Nonproliferation	IV
Assistant Secretary—Legislative Affairs	IV
Assistant Secretary—Near Eastern Affairs	IV
Assistant Secretary—Oceans and International Environmental and Scientific Affairs	IV
Assistant Secretary—Political-Military Affairs	IV
Assistant Secretary—Population, Refugees, and Migration	IV
Assistant Secretary—South and Central Asian Affairs	IV
Assistant Secretary—Western Hemisphere Affairs	IV
Chief Financial Officer <sup>f</sup>	IV
Director General—Foreign Services <sup>g</sup>	IV
Director—Office of Foreign Missions <sup>e</sup>	IV
Legal Adviser	IV
<b>International Organizations</b>	
U.S. Representative—United Nations (UN)	II
U.S. Representative—Organization of American States	h
U.S. Deputy Representative—UN	i
U.S. Representative—Economic and Social Council, UN	i
U.S. Representative—Management and Reform, UN	i
U.S. Alternate Representative—Special Political Affairs, UN	i

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The positions in this column do not include chiefs of mission in overseas posts or Foreign Service officers. In addition, certain officers of the State Department may be required to have certain qualifications. See 22 U.S.C. §2651a(g).
- b. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).

- c. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- d. This position was formerly known as the Under Secretary for Democracy and Global Affairs.
- e. From 1998 to 2008, each time an individual has been nominated to and confirmed for the position of Assistant Secretary for Diplomatic Security, he has simultaneously been nominated to and confirmed for the position of Director of Foreign Missions. Since 2013, distinct nominations have been made to each position.
- f. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- g. By law, incumbent must be a current or former career member of the Foreign Service (22 U.S.C. §3928).
- h. The salary for the U.S. Representative to the Organization of the American States is linked to the pay for chiefs of mission.
- i. The salaries for these positions within the UN are administratively determined.

**Table 25. Department of State Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Michele T. Bond	Asst. Sec.—Consular Affairs	01/08/15	08/05/15	209
Jennifer A. Haverkamp	Asst. Sec.—Oceans and International Environmental and Scientific Affairs	01/08/15	Returned 01/03/17 <sup>a</sup>	
Brian J. Egan	Legal Adviser	01/16/15	02/12/16	392
Gentry O. Smith	Dir.—Office of Foreign Missions	01/29/15	06/15/15	137
Sarah E. Mendelson	U.S. Rep.—Economic and Social Council, UN	02/12/15	10/08/15	238
David M. Robinson	Coordinator—Reconstruction and Stabilization	04/13/15	12/18/15	249
David M. Robinson	Asst. Sec.—Conflict and Stabilization	04/13/15	12/18/15	249
Mari C. Aponte	U.S. Rep.—Organization of American States	07/08/15	Returned 01/03/17 <sup>a</sup>	
Susan C. Amato	Amb.-at-Large/Dir.—Office to Monitor and Combat Trafficking in Persons	07/16/15	10/08/15	84
Thomas A. Shannon Jr.	Under Sec.—Political Affairs	09/21/15	02/12/16	144
Amos J. Hochstein	Asst. Sec.—Energy Resources	10/08/15	Returned 01/03/17 <sup>a</sup>	
Tina S. Kaidanow	Asst. Sec.—Political-Military Affairs	09/19/16	Returned 01/03/17 <sup>a</sup>	
Justin H. Siberell	Amb.-at-Large/Coordinator—Counterterrorism	09/19/16	Returned 01/03/17 <sup>a</sup>	
<b>Mean number of days to confirm a nomination</b>				<b>212.8</b>
<b>Median number of days to confirm a nomination</b>				<b>223.5</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.



# Department of Transportation

**Table 26. Full-Time PAS Positions in the Department of Transportation**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Under Secretary—Policy	II
Administrator—Federal Aviation Administration <sup>a</sup>	II
Administrator—Federal Highway Administration	II
Inspector General <sup>b</sup>	III + 3% <sup>c</sup>
Administrator—Federal Motor Carrier Safety Administration	III
Administrator—Federal Railroad Administration	III
Administrator—Federal Transit Administration	III
Administrator—Maritime Administration	III
Administrator—National Highway Traffic Safety Administration	III
Administrator—Pipeline and Hazardous Materials Safety Administration	III
Assistant Secretary—Research and Technology <sup>d</sup>	III
Assistant Secretary—Aviation and International Affairs	IV
Assistant Secretary—Governmental Affairs	IV
Assistant Secretary—Transportation Policy	IV
Chief Financial Officer <sup>e</sup>	IV
General Counsel	IV

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. This position has a five-year term and specified qualifications. See 49 U.S.C. §106.
- b. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3 (b)).
- c. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- d. Under P.L. 113-76, the Consolidated Appropriations Act of 2014 (128 Stat. 574), the functions of the Research and Innovative Technology Administration were transferred to a newly created Office of the Assistant Secretary for Research and Technology, and the position of Administrator was redesignated as Assistant Secretary.
- e. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).

**Table 27. Department of Transportation Appointment Action  
During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Therese W. McMillan	Admin.—Federal Transit Administration	01/08/15	Withdrawn 03/03/16	
Carlos A. Monje Jr.	Asst. Sec.—Policy	01/13/15	03/16/15	62
Gregory G. Nadeau	Admin.—Federal Highway Administration	05/11/15	08/05/15	86
Marie T. Dominguez	Admin.—Pipeline and Hazardous Materials Safety Administration	06/02/15	08/05/15	64
Sarah E. Feinberg	Admin.—Federal Railroad Administration	06/02/15	10/28/15	148
Thomas F.S. Darling, III	Admin.—Federal Motor Carrier Safety Administration	08/05/15	07/14/16	344
Shoshana M. Lew	Chief Financial Officer	09/21/15	12/18/15	88
Blair Anderson	Under Sec.—Policy	05/11/16	07/14/16	64
<b>Mean number of days to confirm a nomination</b>				<b>122.3</b>
<b>Median number of days to confirm a nomination</b>				<b>86.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

## Department of the Treasury

**Table 28. Full-Time PAS Positions in the Department of the Treasury**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Inspector General—Tax Administration <sup>a</sup>	III + 3% <sup>b</sup>
Special Inspector General—Troubled Asset Relief Program <sup>a,c</sup>	III + 3% <sup>b</sup>
Commissioner of Internal Revenue <sup>d</sup>	III
Comptroller of the Currency <sup>e</sup>	III
Director—Office of Financial Research <sup>f</sup>	III
Under Secretary—Domestic Finance	III
Under Secretary—Terrorism and Financial Intelligence	III
Under Secretary—International Affairs	III
Assistant Secretary—Economic Policy	IV
Assistant Secretary—Financial Institutions	IV
Assistant Secretary—Financial Markets	IV
Assistant Secretary—Financial Stability	IV
Assistant Secretary—Intelligence and Analysis	IV

Position	Pay Level
Assistant Secretary—International Finances <sup>a</sup>	IV
Assistant Secretary—International Markets and Development	IV
Assistant Secretary—Legislative Affairs <sup>a</sup>	IV
Assistant Secretary—Tax Policy	IV
Assistant Secretary—Terrorist Financing	IV
Chief Financial Officer <sup>h</sup>	IV
General Counsel	IV
Chief Counsel—Internal Revenue Service/Assistant General Counsel for Tax	V
Director of the Mint <sup>i</sup>	SLJ

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3 (b)).
- b. Under the provisions of 5 U.S.C. Appx. §3 (e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. The position of Special Inspector General has the same removal provisions as other inspectors general (see table note a, above).
- d. This position has a five-year term and specified qualifications. See 26 U.S.C. §7803(a)(1).
- e. This position has a five-year term and a limitation on the President’s removal power. See 12 U.S.C. §2.
- f. This position has a six-year term and specified qualifications. See 12 U.S.C. §5342(b).
- g. The U.S. Code provides that the department has two Deputy Under Secretaries appointed by the President with the advice and consent of the Senate. “When appointing each Deputy Under Secretary, the President may designate the Deputy Under Secretary as an Assistant Secretary” (31 U.S.C. §301(d)).
- h. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- i. The position has a five-year term and a limitation on the President’s removal power. See 31 U.S.C. §304(b).
- j. According to the 2016 edition of the *Plum Book*, the Director of the United States Mint is a senior-level position (p. 132). With regard to pay for such positions, the *Plum Book* states, “Pay for SL [Senior Level] positions ranges from 120 percent of the rate of basic pay for GS-15, step 1 to the rate payable for level III of the Executive Schedule. For agencies without a certified SL performance appraisal system, SL members’ pay may not exceed the rate payable for level III of the Executive Schedule. For agencies with a certified SL performance appraisal system, SL members’ pay may not exceed the rate payable for level II of the Executive Schedule. SL members are not entitled to locality-based comparability payments.” (p. 220). The Department of the Treasury received certification from the Office of Personnel Management for its performance appraisal system during the period covered by this report. See also 5 U.S.C. §5376 and 5 U.S.C. §5304(g)(2).

**Table 29. Department of the Treasury Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
Adewale Adeyemo	Asst. Sec.—International Markets and Development	01/16/15	Withdrawn 12/18/15	
Brodi L. Fontenot	Chief Financial Officer	02/12/15	Withdrawn 09/12/16	
Seth B. Carpenter	Asst. Sec.—Financial Markets	02/12/15	Withdrawn 05/11/16	
Amias M. Gerety	Asst. Sec.—Financial Institutions	02/25/15	Returned 01/03/17 <sup>a</sup>	
Anne E. Wall	Asst. Sec.—Legislative Affairs <sup>b</sup>	02/25/15	06/24/15	119
Adam J. Szubin	Under Sec.—Terrorism and Financial Crimes	04/20/15	Returned 01/03/17 <sup>a</sup>	
Matthew R. Jeppson	Dir.—Mint	07/13/15	Returned 01/03/17 <sup>a</sup>	

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.
- b. The *U.S. Code* provides that the department has two Deputy Under Secretaries appointed by the President with the advice and consent of the Senate. “When appointing each Deputy Under Secretary, the President may designate the Deputy Under Secretary as an Assistant Secretary” (31 U.S.C. §301(d)). In the case of Anne E. Wall, the President did so.

## Department of Veterans Affairs

**Table 30. Full-Time PAS Positions in the Department of Veterans Affairs**  
(as of the end of the 114<sup>th</sup> Congress)

Position	Pay Level
Secretary	I
Deputy Secretary	II
Inspector General <sup>a</sup>	III + 3% <sup>b</sup>
Under Secretary—Benefits	III
Under Secretary—Health	III
Under Secretary—Memorial Affairs	III
Assistant Secretary—Congressional and Legislative Affairs	IV
Assistant Secretary—Information and Technology	IV
Assistant Secretary—Policy and Planning	IV
Chief Financial Officer <sup>c</sup>	IV
Chairman—Board of Veterans’ Appeals <sup>d</sup>	IV
General Counsel	IV

**Source:** Table created using data on agency websites and the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. The President may remove an IG from office, as he may remove most other appointed officials in the departments. In the case of an IG, however, the law provides that “[i]f an Inspector General is removed from office or is transferred to another position or location within an establishment, the President shall communicate in writing the reasons for any such removal or transfer to both Houses of Congress, not later than 30 days before the removal or transfer” (5 U.S.C. Appx. §3(b)).
- b. Under the provisions of 5 U.S.C. Appx. §3(e), “The annual rate of basic pay for an inspector general (as defined under section 12(3)) shall be the rate payable for level III of the Executive Schedule under section 5314 of title 5, United States Code, plus 3 percent.”
- c. The CFO may be appointed by the President, with the advice and consent of the Senate, or may be designated by the President from among agency officials who have been confirmed by the Senate for other positions (31 U.S.C. §901(a)(1)).
- d. This position has a six-year term and limitations on the President’s removal power. See 38 U.S.C. §7101(b).

**Table 31. Department of Veterans Affairs Appointment Action During the 114<sup>th</sup> Congress**

Nominee	Position	Date Nominated	Date Confirmed	Days to Confirm
LaVerne H. Council	Asst. Sec.—Information and Technology	03/19/15	06/23/15	96
David J. Shulkin	Under Sec.—Health	03/19/15	06/23/15	96
Michael J. Missal	Inspector General	10/05/15	04/19/16	197
Christopher E. O'Connor	Asst. Sec.—Congressional and Legislative Affairs	06/06/16	Returned 01/03/17 <sup>a</sup>	
Thomas J. Murphy	Under Sec.—Benefits	12/06/16	Returned 01/03/17 <sup>a</sup>	
<b>Mean number of days to confirm a nomination</b>				<b>129.7</b>
<b>Median number of days to confirm a nomination</b>				<b>96.0</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

- a. Returned to the President under the provisions of Senate Rule XXXI, paragraph 6 of the Standing Rules of the Senate.

# Appendix A. Presidential Nominations, 114<sup>th</sup> Congress

**Table A-1. Nominations and Appointments to Full-Time Positions in Executive Departments, 114<sup>th</sup> Congress**

Nominee	Position	Department	Date Nominated	Date Confirmed	Days to Confirm
Adewale Adeyemo	Asst. Sec.—International Markets and Development	TREAS	01/16/15	Withdrawn 12/18/15	
Ricardo A. Aguilera	Asst. Sec.—Air Force—Financial Management	DOD	09/21/15	02/01/16	133
Susan C. Amato	Amb.-at-Large/Dir.—Office to Monitor and Combat Trafficking in Persons	DOS	07/16/15	10/08/15	84
Blair Anderson	Under Sec.—Policy	DOT	05/11/16	07/14/16	64
Mari C. Aponte	U.S. Rep.—Organization of American States	DOS	07/08/15	Returned 01/03/17	
Thomas Atkin	Asst. Sec.—Homeland Defense and Global Security	DOD	05/26/16	Returned 01/03/17	
Susan F. Beard	Inspector General	DOE	04/18/16	Returned 01/03/17	
Michele T. Bond	Asst. Sec.—Consular Affairs	DOS	01/08/15	08/05/15	209
Manson K. Brown	Asst. Sec.—Environmental Observation and Prediction	DOC	01/29/15	03/16/15	46
Robert M. Califf	Commissioner—Food and Drugs	HHS	09/16/15	02/24/16	161
Gabriel Camarillo	Asst. Sec.—Air Force—Manpower and Reserve Affairs	DOD	04/13/15	12/16/15	247
Maria Cancian	Asst. Sec.—Family Support	HHS	02/05/15	Returned 01/03/17	
Seth B. Carpenter	Asst. Sec.—Financial Markets	TREAS	02/12/15	Withdrawn 05/11/16	
Brad R. Carson	Under Sec.—Personnel and Readiness	DOD	07/08/15	Withdrawn 03/17/16	
Ashton B. Carter	Secretary of Defense	DOD	01/07/15	02/12/15	36
John Conger	Prin. Dep. Under Sec.—Comptroller	DOD	03/04/15	12/14/15	285
LaVerne H. Council	Asst. Sec.—Information and Technology	DVA	03/19/15	06/23/15	96
Phillip H. Cullom	Asst. Sec.—Energy, Installations, and Environment	DOD	11/19/15	Withdrawn 01/11/16	
Thomas F.S. Darling, III	Admin.—Federal Motor Carrier Safety Administration	DOT	08/05/15	07/14/16	344
Janine A. Davidson	Under Sec.—Navy	DOD	09/21/15	03/17/16	178

<b>Nominee</b>	<b>Position</b>	<b>Department</b>	<b>Date Nominated</b>	<b>Date Confirmed</b>	<b>Days to Confirm</b>
Stuart F. Delery	Assoc. Atty. General	DOJ	01/27/15	Returned 12/18/15	
Karen B. DeSalvo	Asst. Sec.—Health	HHS	05/07/15	Returned 01/03/17	
Russell C. Deyo	Under Sec.—Management	DHS	01/08/15	04/16/15	98
Lisa S. Disbrow	Under Sec.—Air Force	DOD	09/21/15	01/20/16	121
Marie T. Dominguez	Admin.—Pipeline and Hazardous Materials Safety Administration	DOT	06/02/15	08/05/15	64
Joseph F. Dunford Jr.	Chairman—Joint Chiefs of Staff	DOD	05/21/15	07/29/15	69
Brian J. Egan	Legal Adviser	DOS	01/16/15	02/12/16	392
Jonathan Elkind	Asst. Sec.—International Affairs	DOE	04/13/15	08/05/15	114
Eric K. Fanning	Secretary of the Army	DOD	09/21/15	05/17/16	239
Daniel P. Feehan	Asst. Sec.—Readiness and Force Management	DOD	05/26/16	Returned 01/03/17	
Sarah E. Feinberg	Admin.—Federal Railroad Administration	DOT	06/02/15	10/28/15	148
Glenn Fine	Inspector General	DOD	09/28/16	Returned 01/03/17	
Brodi L. Fontenot	Chief Financial Officer	TREAS	02/12/15	Withdrawn 09/12/16	
Juan M. Garcia, III	Asst. Sec.—Manpower and Reserve Affairs	DOD	03/19/15	Withdrawn 05/07/15	
Amias M. Gerety	Asst. Sec.—Financial Institutions	TREAS	02/25/15	Returned 01/03/17	
Susan S. Gibson	Inspector General—NRO	DOD	04/18/16	09/15/16	150
David L. Goldfein	Chief of Staff (Air Force)	DOD	04/25/16	06/29/16	65
Peggy E. Gustafson	Inspector General	DOC	04/25/16	12/10/16	229
Steven M. Haro	Asst. Sec.—Legislative and Intergovernmental Affairs	DOC	10/05/15	12/16/15	72
Jennifer A. Haverkamp	Asst. Sec.—Oceans and International Environmental and Scientific Affairs	DOS	01/08/15	Returned 01/03/17	
Stephen C. Hedger	Asst. Sec.—Legislative Affairs	DOD	05/21/15	10/08/15	140
Amos J. Hochstein	Asst. Sec.—Energy Resources	DOS	10/08/15	Returned 01/03/17	
Julius L. Horwich	Asst. Sec.—Legislation and Congressional Affairs	ED	05/11/15	07/14/16	430



<b>Nominee</b>	<b>Position</b>	<b>Department</b>	<b>Date Nominated</b>	<b>Date Confirmed</b>	<b>Days to Confirm</b>
Adri D. Jayaratne	Asst. Sec.—Congressional and Intergovernmental Affairs	DOL	01/08/15	12/10/16	702
Matthew R. Jeppson	Dir.—Mint	TREAS	07/13/15	Returned 01/03/17	
Tina S. Kaidanow	Asst. Sec.—Political-Military Affairs	DOS	09/19/16	Returned 01/03/17	
Mary L. Kendall	Inspector General	DOI	06/08/15	Returned 01/03/17	
Suzette M. Kimball	Dir.—U.S. Geological Survey	DOI	02/26/15	12/18/15	295
John B. King	Secretary of Education	ED	02/11/16	03/14/16	32
John F. Koteck	Asst. Sec.—Nuclear Energy	DOE	10/05/15	Returned 01/03/17	
Dimitri F. Kusnezov	Dep. Admin. Defense Programs—National Nuclear Security Administration	DOE	04/07/16	Returned 01/03/17	
Michelle K. Lee	Under Sec.—Intellectual Property/Dir. - USPTO	DOC	01/08/15	03/09/15	60
Matthew Lehigh	Asst. Sec.—Communications and Outreach	ED	04/07/16	Returned 01/03/17	
Joseph L. Lengyel	Chief of the National Guard Bureau	DOD	04/04/16	06/29/16	86
Marcel J. Lettre, II	Under Sec.—Intelligence	DOD	08/05/15	12/16/15	133
Peter Levine	Dep. Chief Mgmt. Officer	DOD	03/04/15	05/23/15	80
Shoshana M. Lew	Chief Financial Officer	DOT	09/21/15	12/18/15	88
Rafael J. Lopez	Commissioner—Children, Youth, and Families	HHS	01/08/15	08/05/15	209
Loretta E. Lynch	Attorney General	DOJ	01/07/15	04/23/15	106
Willie E. May	Under Sec.—Standards and Technology	DOC	02/25/15	05/04/15	68
Amy McIntosh	Asst. Sec.—Planning, Evaluation, and Policy Development	ED	04/07/16	Returned 01/03/17	
Therese W. McMillan	Admin.—Federal Transit Administration	DOT	01/08/15	Withdrawn 03/03/16	
Sarah E. Mendelson	U.S. Rep.—Economic and Social Council, UN	DOS	02/12/15	10/08/15	238
Michael H. Michaud	Asst. Sec.—Veterans' Employment and Training	DOL	07/30/15	11/19/15	112
Ericka M. Miller	Asst. Sec.—Postsecondary Education	ED	03/04/15	Withdrawn 06/08/15	
Mark A. Milley	Chief of Staff (Army)	DOD	06/04/15	08/05/15	62

<b>Nominee</b>	<b>Position</b>	<b>Department</b>	<b>Date Nominated</b>	<b>Date Confirmed</b>	<b>Days to Confirm</b>
Michael J. Missal	Inspector General	DVA	10/05/15	04/19/16	197
Carlos A. Monje Jr.	Asst. Sec.—Policy	DOT	01/13/15	03/16/15	62
Patrick J. Murphy	Under Sec.—Army	DOD	08/05/15	12/18/15	135
Thomas J. Murphy	Under Sec.—Benefits	DVA	12/06/16	Returned 01/03/17	
Cherry A. Murray	Dir.—Office of Science	DOE	08/05/15	12/10/15	127
Gregory G. Nadeau	Admin.—Federal Highway Administration	DOT	05/11/15	08/05/15	86
Cono R. Namorato	Asst. Atty. General—Tax Division	DOJ	02/25/15	Returned 12/18/15	
Peter V. Neffenger	Asst. Sec.—Transportation Security Administration	DHS	04/28/15	06/22/15	55
Robert B. Neller	Commandant of the Marine Corps	DOD	07/15/15	08/05/15	21
Jennifer M. O'Connor	General Counsel	DOD	09/21/15	06/13/16	266
Christopher E. O'Connor	Asst. Sec.—Congressional and Legislative Affairs	DVA	06/06/16	Returned 01/03/17	
Franklin R. Parker	Asst. Sec.—Navy—Manpower and Reserve Affairs	DOD	03/26/15	12/14/15	263
Jeffrey M. Prieto	General Counsel	USDA	03/25/15	07/29/15	126
Monica C. Regalbuto	Asst. Sec.—Environmental Management	DOE	02/25/15	08/05/15	161
John M. Richardson	Chief of Naval Operations	DOD	06/04/15	08/05/15	62
David M. Robinson	Coordinator—Reconstruction and Stabilization	DOS	04/13/15	12/18/15	249
David M. Robinson	Asst. Sec.—Conflict and Stabilization	DOS	04/13/15	12/18/15	249
Kristen J. Sarri	Asst. Sec.—Policy, Management, and Budget	DOI	01/08/15	Returned 01/03/17	
Paul J. Selva	Vice Chairman—Joint Chiefs of Staff	DOD	05/21/15	07/27/15	67
Thomas A. Shannon Jr.	Under Sec.—Political Affairs	DOS	09/21/15	02/12/16	144
David J. Shulkin	Under Sec.—Health	DVA	03/19/15	06/23/15	96
Justin H. Siberell	Amb.-at-Large/Coordinator—Counterterrorism	DOS	09/19/16	Returned 01/03/17	
Andrew M. Slavitt	Admin.—Centers for Medicare and Medicaid Services	HHS	07/13/15	Returned 01/03/17	
Elissa Slotkin	Asst. Sec.—International Security Affairs	DOD	07/30/15	Returned 01/03/17	

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**[CongressByTheNumbers.com](http://CongressByTheNumbers.com)**

Leadership of Congress

**[CongressLeaders.com](http://CongressLeaders.com)**

Congressional Schedule

**[CongressSchedules.com](http://CongressSchedules.com)**

Congress Seating Charts

**[CongressSeating.com](http://CongressSeating.com)**

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**[TermsofCongress.com](http://TermsofCongress.com)**

Senate Classes: Terms of Service

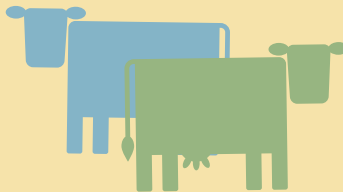
**[SenateClasses.com](http://SenateClasses.com)**

Congressional Glossary

**[CongressionalGlossary.com](http://CongressionalGlossary.com)**

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**[YouHave2Cows.com](http://YouHave2Cows.com)**



Nominee	Position	Department	Date Nominated	Date Confirmed	Days to Confirm
Gentry O. Smith	Dir.—Office of Foreign Missions	DOS	01/29/15	06/15/15	137
Alissa M. Starzak	General Counsel—Army	DOD	01/13/15	12/14/15	335
Robert P. Storch	Inspector General—NSA	DOD	11/29/16	Returned 01/03/17	
Adam J. Szubin	Under Sec.—Terrorism and Financial Crimes	TREAS	04/20/15	Returned 01/03/17	
Mary K. Wakefield	Dep. Sec.	HHS	07/13/15	Returned 01/03/17	
Anne E. Wall	Asst. Sec.—Legislative Affairs	TREAS	02/25/15	06/24/15	119
Victoria M.B. Wassmer	Under Sec.	DOE	07/27/15	Returned 01/03/17	
Todd A. Weiler	Asst. Sec.—Manpower and Reserve Affairs	DOD	01/11/16	03/17/16	66
Stephen P. Welby	Asst. Sec.—Research and Engineering	DOD	03/19/15	12/14/15	270
Antonia Whalen	Asst. Sec.—Elementary and Secondary Education	ED	04/07/16	Returned 01/03/17	
Sally Q. Yates	Dep. Atty. General	DOJ	01/08/15	05/13/15	125
Michael K. Yudin	Asst. Sec.—Special Education and Rehabilitative Services	ED	03/04/15	06/02/15	90
<b>Mean number of days to confirm</b>					<b>156.1</b>
<b>Median number of days to confirm</b>					<b>125.5</b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

**Note:** For a complete list of departmental abbreviations, see **Appendix B**.

**Table A-2. Appointment Action, Executive Departments, 114<sup>th</sup> Congress**

Department	Positions	Nominations	Individual Nominees	Confirmations	Returned	Withdrawn	Recess Appointments	Mean Days to Confirm	Median Days to Confirm
Agriculture	14	1	1	1	0	0	0	126.0	126.0
Commerce	23	5	5	5	0	0	0	95.0	68.0
Defense	62	32	32	24	5	3	0	146.2	133.0
Education	16	7	7	3	3	1	0	184.0	90.0
Energy	23	7	7	3	4	0	0	134.0	127.0
Health and Human Services	19	6	6	2	4	0	0	185.0	185.0
Homeland Security	18	2	2	2	0	0	0	76.5	76.5
Housing and Urban Development	13	0	0	0	0	0	0	NA	NA
Interior	19	3	3	1	2	0	0	295.0	295.0
Justice	24	4	4	2	2	0	0	115.5	115.5
Labor	15	2	2	2	0	0	0	407.0	407.0
State	49	12	13	8	5	0	0	212.8	223.5
Transportation	18	8	8	7	0	1	0	122.3	86.0
Treasury	25	7	7	1	3	3	0	119.0	119.0
Veterans Affairs	12	5	5	3	2	0	0	129.7	96.0
<b>Total</b>	<b>350</b>	<b>102</b>	<b>101</b>	<b>64</b>	<b>30</b>	<b>8</b>	<b>0</b>	<b>156.1<sup>a</sup></b>	<b>125.5<sup>a</sup></b>

**Source:** Table created by CRS using data from the LIS Senate nominations database at <http://www.lis.gov/nomis/>.

a. Mean and median days to confirm are calculated based on the data found in Table A-1.

## Appendix B. Abbreviations of Departments

**Table B-1. Department Abbreviations**

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DHS	Department of Homeland Security
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOS	Department of State
DOT	Department of Transportation
DVA	Department of Veterans Affairs
ED	Department of Education
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
TREAS	Department of the Treasury
USDA	Department of Agriculture

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**Source:** CRS.

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