

Senate Commerce Committee Nominee Questionnaire, 119th Congress

Instructions for the nominees: The Senate Committee on Commerce, Science, and Transportation (the “Committee”) requests that you provide typed answers to each of the following questions. It is also requested that you 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 you. Begin each section (*i.e.*, “A”, “B”, etc.) on a new sheet of paper. Electronically submit your completed questionnaire to the Committee in PDF format and ensure that sections A through E of the completed questionnaire are in a text searchable and that any hyperlinks are active and can be clicked. Section F may be scanned for electronic submission and need not be searchable.

Incomplete questionnaires may delay the nomination process.

A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

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

Michael “Mike” Edward Graham

2. Position to which nominated:

Board Member, National Transportation Safety Board

3. Date of Nomination:

June 16, 2025

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

[REDACTED]

Office: 490 L’Enfant Plaza, SW, Washington, D.C. 20594

5. Date and Place of Birth:

August 21, 1963: Albuquerque, NM

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

Spouse: Lori Priddy Graham; Membership Director, National Federation of Republican Women

Son: Matthew Thomas Graham (34 years old)

Son: Zachary John Graham (32 years old).

7. List all college and graduate schools attended, whether or not you were granted a degree by the institution. Provide the name of the institution, the dates attended, the degree received, and the date of the degree.

University of New Mexico, 8/1981 – 5/1986, BSME, May 18, 1986

8. List all post-undergraduate employment, including the job title, name of employer, and inclusive dates of employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

(a) Naval Aviator / Fleet Pilot - F/A-18, A-7E / Flight Instructor F/A-18 - U.S. Navy;

NAS Lemoore, CA, NAS Beeville, TX, NAS Whiting Field, FL, & NAS Pensacola, FL;

1986 - 1995;

Division Leader, Training Officer, Avionics/Armament Division Officer, Naval Air Training and Operation Procedures Standardization (NATOPS) Evaluator, Navy Occupational Safety and Health (OSHA) Officer, Assistant Safety Officer, Scheduling Officer, Drug and Alcohol Program Manager, Communication Security (COMSEC) Officer.

(b)F/A-18 Aircrew Instructor / Subject Matter Expert - Boeing/McDonnell Douglas;

St. Louis, MO;

1995 - 1997;

Integration Engineer and Operational Analyst.

(c) Director, Flight Operations Safety, Security & Standardization -Textron Aviation, Inc. (Cessna/Hawker/Beechcraft);

Wichita, KS;

1997 - 2019;

Demonstration/Transportation/Production Flight Test & Delivery Pilot, Oversees Managers of Air Safety Investigation, Airport Operation and Control Tower, Training Supervisor.

(d) Board Member, National Transportation Safety Board (NTSB):

Washington, D.C.:

2020-2025.

9. Attach a copy of your resume.

See Attachment 1.

10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above after 18 years of age.

None.

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.

(a) Air Charter Safety Foundation: Chairman July 2018 - 2019, Vice Chairman July 2017 – July 2018, Board of Governors 2013 - 2019.

(b) National Business Aviation Association Safety Committee, Single Pilot Safety Working Group Lead, 2015 – 2019.

(c) General Aviation - Information Analysis Team, 2017 - 2019.

12. List all memberships you have had after 18 years of age or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religiously affiliated organization, private club, or other membership organization (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.

(a) Air Charter Safety Foundation, 2012 - 2019, Chairman, Vice Chairman, Member

(b) National Business Aviation Association Safety Committee, 2012 - 2019, Single Pilot Safety Working Group Chairman, Member

(c) General Aviation - Information Analysis Team, 2017 - 2019, Member

(d) Faith Church Kingstowne, 2021 – present, Member

(e) Westwood Presbyterian Church, 2015 - 2019, Member

(f) Eastminster Presbyterian Church, 2001 - 2015, Member

(g) Ninnescah Sailing Association, 2004 - 2009, Member and Junior Sailing Chair

(h) Republican Precinct Committeeman, 2018 – 2019, Kansas Precinct 514

(i) American Legion Post 4 Wichita, KS, 2017 - present, Member

(j) Sons of the American Revolution, DC Society, 2022 - present, Member

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.

National Transportation Safety Board Member – No debt

Republican Precinct Committeeman – No debt.

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.

National Transportation Safety Board Member, 2020 – present

Republican Precinct Committeeman, 2018 – March 2019, Precinct 514
Wichita, Sedgwick County, KS

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.

No donations over \$200.

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

- (a) U.S. Navy (1986 – 1995)
 - a. Navy Achievement Medal for OSHA Safety Program
 - b. Joint Meritorious Unit Commendation
 - c. Southwest Asia Service Medal w/ Bronze Star
 - d. National Defense Service Medal
 - e. Armed Forces Expeditionary Medal
 - f. Battle “E” Award
 - g. Sea Service Deployment Ribbon (2nd Award)
 - h. Top Eleven Award (Air Wing 11) for best landing grades on USS Abraham Lincoln (2 Awards), 1991
 - (b) McDonnell Douglas
 - a. Quality Achievement Award, McDonnell Douglas, 1997
 - (c) Cessna Aircraft Company Leading Edge Award (3 Awards), Cessna Aircraft Company, 2001, 2005, 2006.
 - (d) Boy Scouts of America, District Award of Merit, White Buffalo District, 2008
 - (e) Flight Safety Foundation, Business Aviation Meritorious Service Award, 2019
 - (f) 5GAA Automotive Association, Special Recognition for Outstanding Contribution to C-V2X Deployment, 2025.
17. List all books, articles, columns, letters to the editor, Internet blog postings, or other publications you have authored, individually or with others. Include a link to each publication when possible. If a link is not available, provide a digital copy of the publication when available.

Blogs and Podcasts by NTSB Board Member Michael Graham

- [Collision-Avoidance Technologies Can Improve Safety for Teen Drivers](#)
- [NTSB Video Series Highlights Safety Benefits of Connected-Vehicle Technology, Raises Concern about Future of V2X](#)
- [Paying Passengers Deserve Safety on All Flights](#)
- [Improve Pipeline Leak Detection and Mitigation](#)

- [It's Time to Require Collision-Avoidance and Connected-Vehicle Technologies on all Vehicles](#)
- [Episode 35: School Transportation Safety](#)
- [Episode 31: Member Michael Graham](#)
- [Incentivizing Implementation of Collision Avoidance Technology through NCAP](#)

[Michael Graham | NTSB Safety Compass Blog](#)

18. List all speeches, panel discussions, and presentations (e.g., PowerPoint) that you have given on topics relevant to the position for which you have been nominated. Include a link to each publication when possible. If a link is not available, provide a digital copy of the speech or presentation when available.

As an NTSB Board Member, I have performed many speeches and presentations as part of my duties since January 2020. Below is a link to the NTSB website and my speeches and presentations:

[Michael Graham](#)

Presentations prior to becoming an NTSB Board Member:

2019 Air Charter Safety Symposium, March 12, 2019, NTSB Training Center, Ashburn, VA, “ACSF Year-in-Review & Challenges Ahead”.

National Business Aviation Association – Business Aviation Convention & Exhibition (NBAA-BACE) Single Pilot Safety Standdown, October 15, 2018, Orlando, FL, “Moving from Safety Awareness to Safety Performance: Balancing Business and Flying Priorities”, Panel Moderator and Presenter.

FAA InfoShare, September 20, 2018, New Orleans, LA, “Aviation Safety Action Program (ASAP) Reported Wake Turbulence Event.”

2018 Air Charter Safety Symposium, March 13, 2018, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) Panel Discussion”.

FAA InfoShare, March 22, 2013, Baltimore, MD, “Flying in/out of an Uncontrolled Airport”.

Twin Cessna Flyers Fly-In Convention, Tucson, AZ, May 18, 2017, “Single Pilot Accident Data and Safety Issues”.

FAA InfoShare, April 20, 2017, Pittsburg, PA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”.

2017 Air Charter Safety Symposium, March 7, 2017, NTSB Training Center, Ashburn, VA, “Aviation Safety Action Program (ASAP) at an Original Equipment Manufacturer (OEM)”

19. List all public statements you have made during the past ten years, including statements in news articles and radio and podcasts and television appearances, which are on topics relevant to the position for which you have been nominated, including dates. Include a link to each statement when possible. If a link is not available, provide a digital copy of the statement when available.

As an NTSB Board Member, I actively participate in formal Board meetings where final accident investigation reports are discussed and adopted, or where critical evidence is reviewed in support of ongoing investigations. I also frequently take part in safety advocacy events—many of which are hosted or sponsored by the NTSB—often serving as the lead representative or event host.

In addition, I have recorded multiple public service announcements to promote the NTSB’s key safety priorities. When deploying with the NTSB “Go Team” to the scene of a major transportation accident, a vital part of my role is to serve as the agency’s spokesperson, conducting media briefings during the initial stages of the investigation.

Many of these appearances are recorded and made publicly available on the NTSB’s official YouTube channel:

[NTSBgov - YouTube](#)

Following these appearances, Board Members are often quoted in print, radio, and television coverage—especially during the early stages of major investigations. Due to the volume and widespread nature of this media coverage, it is not feasible to provide a comprehensive list of all instances in which I have been quoted or featured.

20. 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 full name of an “alias” or “handle”, including the complete URL and username with hyperlinks, 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.

LinkedIn: Mike Graham, Active,
<https://www.linkedin.com/in/mike-graham-3a2918146/>

Facebook: Mike Graham, Dormant,
<https://www.facebook.com/profile.php?id=100011424901210>

X: @MikeGrahamNTSB, Active

Twitter: Mike Graham@0989295, Dormant,
<https://twitter.com/gra0989295>

Strava: Mike Graham, Active.

DailyMile: Mike G., Deleted,
<http://www.dailymile.com/people/citationdude#ref=tophd>

21. 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, committee, and subject matter of each testimony.

NTSB Board Member confirmation hearing, Senate Commerce, Science and Transportation Committee, July 24, 2019.

22. Given the current mission, major programs, and major operational objectives of the department/agency/commission/corporation 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?

From the start of my U.S. Navy career, when I took the Uniformed Services Oath of Office, I have been committed to public service and giving back to this great

country. If confirmed, it would be an honor and privilege to continue serving my country as a Board Member of the NTSB.

The NTSB's mission is unique among federal agencies. Its independence, investigative integrity, and focus on safety advocacy closely align with the roles I have held throughout my career. Like the NTSB, I have worked across departments and leadership levels to assess operational risks, make safety and policy recommendations, raise awareness, and promote collaboration across organizations and industries. Many of these roles required me to report independently—often directly to federal agencies, including the NTSB—to ensure transparency and accountability.

I have been involved with nearly every aspect of aviation throughout my career, and at each stage safety has been at the forefront of my mission. My mandate in the Navy, at Boeing/McDonnell Douglas, at Textron Aviation, and now at the NTSB has never changed – to respect the unexpected, manage the risks of operations, and reduce these risks to acceptable levels. As a current Board Member, I have been able to directly apply these principles to all modes of transportation that Congress has charged the NTSB with overseeing. For example, beyond aviation, I have championed connected vehicle technologies and worked to combat distracted driving, adding crucial layers of safety on our roadways. If confirmed, I will continue working with Congress on programs that advance these goals.

Since I joined the NTSB in 2020, I have focused on the implementation of Safety Management Systems (SMS) across all modes of transportation. Given my dual experience as an Original Equipment Manufacturer within a large flight operation and as a military flight operations officer in the high-risk environment of an aircraft carrier, I have seen firsthand how an SMS is the most effective way of mitigating risk while maximizing resources. Given my involvement with and oversight of SMS throughout my professional career, this is just one of the many ways I have leveraged my experience and background to advance the NTSB's mission, and I would continue this focus if confirmed.

I am not a lobbyist or an academic, I am an operator. My career has been rooted in managing risk, following the rules, and completing the mission. I lead by example and push organizations not just to meet minimum standards but to strive for world-class safety. I have worked within industry to drive meaningful, lasting safety improvements, and if confirmed, I will continue doing the same at the NTSB.

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

Since joining the Board in 2020, I have been beyond impressed with the structure, order, and efficiency with which the staff of the NTSB operate. As you have seen in the Annual Reports to Congress, the agency stretches its resources well beyond its means to effectuate meaningful change across all modes of transportation. If confirmed, I will continue to abide by the legislative mandate of the NTSB and exercise appropriate controls, in coordination with the Chairman and other Board Members, to regularly evaluate and ensure the effectiveness and accountability of the agency. This includes being a good steward of the budget provided by Congress and meeting all requests and deadlines of Congressional committees.

My management training and experience started early in my aviation career in the U.S. Navy. Besides being a Division Leader in Attack and Strike Fighter aircraft, I managed and led an avionics/armament division for a deployed fleet squadron on an aircraft carrier. I also served as Training Officer for the West Coast F/A-18 Fleet Replacement Squadron and Assistant Safety/OSHA Officer for over six hundred personnel.

As a military contractor at Boeing/McDonnell Douglas, I helped lead a major avionics effort to deliver critical design changes for the new Strike Fighter F/A-18 E/F aircraft. I led the avionics integration effort as liaison between software engineers and the U.S. Navy Flight Test and Weapons School Community. The result was a quality product within price and on performance, while reducing schedule and technical risks to the production aircraft's software development.

As Director of Flight Operations Safety, Security & Standardization at Textron Aviation, I was responsible for the safe and secure operations of all domestic and international flights conducted in support of the largest general aviation (GA) manufacturer in the world. During my time as Director, I successfully led the aviation safety, security, and standardization efforts in merging two iconic aircraft companies, Cessna and Beechcraft, into one company with nine separate and unique flight departments. I also directed the Safety Management System (SMS) for all flight operations which included several hundred personnel. In addition, I also oversaw two operating airports, a control tower, and one of the largest and most active aircraft accident air safety investigator department – second only to the NTSB.

At Textron, I collaborated across the aviation industry to promote safety and awareness among single pilot operators, the charter industry and general aviation. As Chairman of the Single Pilot Safety Working Group of the National Business Aviation Association's Safety Committee, Chairman of the Air Charter Safety Foundation, and member of the General Aviation – Information Analysis Team (GA-IAT), I worked with other industry experts to reduce the accident rate of single pilot, charter and GA operators, providing best practices, awareness, training, tools and resources for these operators.

Now, as a current Board Member of the NTSB, I have worked with hundreds of agency staff to help conduct our agency's mission. It is my responsibility as a Board Member to listen to the staff who are the experts in their respective fields, ask questions, and collaborate with them to ensure the NTSB retains its gold standard of safety investigations and analysis.

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

It is no secret that it has been a difficult stretch for aviation safety in this country over the last 12-18 months. While many of these sobering cases highlight the continued need for the NTSB to fulfill each aspect of its Congressional mandate, there are also reasons for optimism such as declining roadway deaths that I believe show the opportunities that lie ahead for the agency to effectuate positive change.

(a) Mitigating Human Factors in All Modes of Transportation.

As the NTSB pursues investigations across all modes of transportation, one thread is consistently present—the influence of human factors. Unfortunately, human behavior is a major driver of transportation accidents across all modes. But unless NTSB understands why people do what they do, the agency cannot make proper recommendations to correct those behaviors.

Transportation systems are built by humans, operated by humans, and maintained by humans. Consequently, human behavior, decision-making, and communication play central roles in nearly every accident the NTSB investigates. Analyzing human factors allows us to examine beyond the mechanical failures or environmental conditions and delve into cognitive, physiological, and social elements that may have contributed. Investigating human factors is not about assigning blame to individuals; rather, it is about recognizing systemic issues and

identifying latent conditions that may compromise safety. Whether it's fatigue, distraction, training deficiencies, or flawed procedures, these insights help us craft safety recommendations that improve systems.

Oftentimes, the most impactful safety changes come not from better equipment alone but from better understanding of how people interact with that equipment. In aviation, for instance, recognizing the limits of human-machine interaction has led to improved cockpit displays, better pilot training, and enhanced automation. In highway transportation, insights into distraction and cognitive workload have shaped vehicle interface standards and driver assistance technologies.

Unfortunately, many of NTSB's investigations are not able to thoroughly analyze the physical, physiological, psychological, and psychosocial factors of those involved in the accident. Future investigations and reports should focus more time and effort on these human factors.

As a former pilot myself, I view the integration of human factors as essential, not optional. The NTSB must continue to strengthen our investigative frameworks with robust human factors analysis, developing actionable recommendations that target real-world behaviors and conditions. Transportation safety is a shared responsibility, and understanding how human behavior impacts safety is at the core of that responsibility.

(b) Expanding Public-Private Partnership.

The NTSB's unique party system, one of the best public-private partnerships that exists across government, allows it to leverage certain resources in private industry during the course of an investigation that would otherwise be difficult, expensive, or in some cases impossible to access with the agency's existing resources. While data and other evidence from major accidents are thoroughly and quickly analyzed, the vast majority of accidents NTSB investigates are not major but still require robust data analyses to help determine probable cause and inform our investigation.

In recent years, the agency has improved its coordination with industry partners, as well as other agencies, to take advantage of technologies not otherwise available at NTSB labs to conduct these analyses. Unfortunately, significant limitations still exist, and data from Party Members is not always readily available or shared for a variety of reasons, including proprietary technology. It can also take a significant amount of time to redact sensitive information or conduct long-range qualitative or

quantitative analyses of agency investigations, findings, recommendations, and reports.

Many of the Party Members to an accident currently have the capability to download accident data on-site and the ability to start analyzing it immediately, but they are not always allowed to do this. Removing these barriers would help NTSB obtain the latest data, expedite investigations and safety alerts if appropriate, and improve macro analyses of trends across all modes of transportation. It also would give the Party Members the ability to address areas of concern in their products quicker and formulate fixes or warnings to the industry faster, helping to avert another accident in the same area.

At a time when artificial intelligence and other technologies are rapidly advancing to reduce man hours in processing these types of requests, NTSB must continue to expand external relationships to remain at the forefront of rapid data gathering and analysis.

(c) *Unmanned Systems.*

When I joined the Board in 2020, one of the NTSB's most pressing challenges was integrating unmanned vehicles into the broader transportation system. Today, the rapid emergence of unmanned passenger vehicles, aerial systems, trucks, and marine vessels is transforming transportation at an unprecedented pace. These technologies promise improved efficiency, greater access, and enhanced safety, but also introduce new risks to our transportation networks.

Traditional safety oversight has focused on human performance, operational procedures, and physical infrastructure. In contrast, autonomous technologies rely heavily on algorithms, remote pilots, and artificial intelligence—often operating beyond the immediate control or awareness of those affected.

A key challenge is the lack of standardized safety frameworks. Unmanned aerial systems, for example, vary widely in size, capability, and operational context. Safely integrating them into crowded national airspace demands clear flight path visibility, consistent communication protocols, and reliable collision avoidance. Similarly, autonomous vessels face challenges in situational awareness and collision avoidance in complex maritime environments. Self-driving vehicles raise concerns around system reliability, ethical decision-making, and cross-jurisdictional coordination.

Human-machine interaction presents another critical issue. Even with semi-autonomous systems, human operators often remain confused about their roles. Public education, operator training, and interface design must evolve alongside technology.

The NTSB must continue to rigorously investigate accidents involving unmanned systems, engage transparently with stakeholders, and issue evidence-based safety recommendations to build public trust in these emerging technologies.

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, such as a 401(k) or pension plan.

I have no financial arrangements, deferred compensation agreements or other continuing dealings with business associates, clients or customers. I have a retirement account created by my former employer, Textron, Inc., which is a defined contribution plan. I will also continue to participate in Textron, Inc.'s defined benefit pension plan. Both plans are described in Part 3 of my Executive Branch Personnel Public Financial Disclosure report.

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.

No.

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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. These commitments constitute my ethics agreement as identified in the ethics regulations.

Because I will continue to participate in Textron, Inc.'s defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc. to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

My spouse is employed by the National Federation of Republican Women in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for the National Federation of Republican Women, I will not

participate personally and substantially in any particular matter involving specific parties in which I know the National Federation of Republican Women is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

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.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the NTSB's DAEO to identify potential conflicts of interest. These commitments constitute my ethics agreement as identified in the ethics regulations. I am not aware of any other potential conflicts of interest.

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

In connection with the nomination process, I have consulted with the Office of Governmental Ethics and the NTSB's DAEO to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the NTSB's DAEO and that has been provided to this Committee. Pursuant to that agreement:

- As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

- I participate in Textron, Inc.'s defined benefit plan. Because I will continue to participate in this entity's defined benefit pension plan, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Textron, Inc., to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).
 - My spouse is employed by the National Federation of Republican Women in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for the National Federation of Republican Women, I will not participate personally and substantially in any particular matter involving specific parties in which I know the National Federation of Republican Women is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).
 - If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.
 - I will meet in person with the NTSB's DAEO or a member of the ethics office after my confirmation but no later than 15 days after my appointment in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305.
 - Within 90 days of my confirmation, I will submit my Certification of Ethics Agreement Compliance which documents my compliance with this ethics agreement.
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.

None.

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, an Inspector General, professional association, disciplinary committee, or other professional group?
If yes:
 - a. Provide the name of the court, 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.

No.

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

No.

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.

No.

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.

No.

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

No.

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

None.

D. RELATIONSHIP WITH COMMITTEE

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

Yes.

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

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?

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?

Yes.

F. AFFIDAVIT

Michael Graham 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.

Michael Graham
Signature of Nominee

Subscribed and sworn before me this 12th day of August, 2025.

Reynald Bautista
Notary Public



HONORABLE MICHAEL E. GRAHAM

PROFESSIONAL SUMMARY

Transportation Safety Leader with over 39 years of experience in risk management, operations, training, and policy development. Unanimously confirmed by the Senate as a Board Member of the National Transportation Safety Board (NTSB). Expertise spans across all modes of transportation, with a particular focus on aviation, including commercial, corporate, general, and military sectors. Proven track record in enhancing safety standards, mitigating risks, and driving policy initiatives that improve transportation safety both nationally and globally.

EXPERIENCE

BOARD MEMBER

National Transportation Safety Board (NTSB), Washington, DC

Jan 2020 – Present

Serves on the NTSB, the world's leading independent agency for transportation safety across multiple modes, including aviation, marine, highway, rail, transit, pipeline, and commercial space.

- **Leadership & Oversight:** Preside over public meetings of the Board, and analyze and approve NTSB reports, safety studies, and recommendations. Serve as the appellate authority for FAA and US Coast Guard enforcement actions related to aviation and maritime certificates.
- **Safety Advocacy & Policy Influence:** Spearhead initiatives to promote safety improvements across the transportation sector. Deliver keynote speeches and present NTSB case studies at industry and government conferences. Testify before Congress on critical transportation safety matters.
- **Accident Investigation:** Actively engage in on-site investigations as part of the NTSB's "Go Team" for major transportation incidents. Collaborate with local, state, and federal agencies, providing strategic oversight to ensure thorough and unbiased investigations. Serve as the primary spokesperson during press briefings and manage communication with the public and media.
- **Support for Affected Families:** Provide support and resources to victims' families following transportation disasters, ensuring they have access to NTSB products and disaster relief services.

DIRECTOR OF FLIGHT OPERATIONS SAFETY, SECURITY & STANDARDIZATION

Textron Aviation, Inc (Cessna/Hawker/Beechcraft), Wichita, KS

Sep 1997 – Dec 2019

Led the safety, security, and standardization of all flight operations for Textron Aviation, overseeing multiple flight departments across various divisions, including Demonstration, Transportation, Training, Pro-Ownership, Production Flight Test & Delivery, Engineering/Experimental, and Defense.

- **Leadership & Safety Oversight:** Managed flight safety operations for a large, global fleet, ensuring standardized procedures across all flight departments. Directed daily operations at two company airports and a control tower, providing guidance and oversight to ensure safe, efficient, and compliant flight operations.
- **International Security & Risk Management:** Led global threat risk assessments for international flight operations, ensuring the safety and security of personnel, aircraft, and assets across diverse geopolitical environments. Developed and implemented robust security protocols for international travel, mitigating operational risks in high-threat regions. Managed the coordination of security resources and worked closely with government agencies and international partners to safeguard operations and comply with international aviation security standards.
- **Safety Management System (SMS):** Spearheaded the development and implementation of an SMS within the Production Flight Test Department, minimizing flight testing risks and optimizing resource utilization. Led threat risk assessments for international operations to safeguard against potential security and operational hazards.
- **Training & Compliance:** Developed, implemented, and managed comprehensive safety, compliance, and training programs for flight personnel, ensuring consistent application of safety standards across departments. Led safety and training initiatives that directly contributed to Textron Aviation's reputation for operational excellence.
- **Flight Operations & Demonstrations:** Oversaw production flight tests, aircraft acceptance, and client deliveries. Demonstrated 8 key models to prospective clients, ensuring smooth and timely demonstrations. Delivered technical expertise to aircraft design teams and assisted in post-maintenance and ferry flights.

HONORABLE MICHAEL E. GRAHAM

F/A-18 AIRCREW INSTRUCTOR / SUBJECT MATTER EXPERT

Boeing/McDonnell Douglas, St. Louis, MO

Mar 1995 – Sep 1997

Instructed U.S. and foreign military pilots on proprietary simulators and software. Developed courseware and training programs to enhance operational readiness.

- **Training & Instruction:** Led training for fleet aviators, improving proficiency in advanced tactics and systems.
- **Design Evaluation:** Evaluated F/A-18 E/F designs and collaborated with engineering teams to optimize target cueing systems and reduce risks.
- **Program Management:** Managed operational analysis and integration of proprietary programs, supporting informed customer decisions on performance and cost.

NAVAL AVIATOR / FLEET PILOT – F/A-18, A-7E / F/A-18 FLIGHT INSTRUCTOR

U.S. Navy, VFA-125, VA/VFA-94, VA-122, VT-25/26/2

Jun 1986 – Mar 1995

Advanced from Ensign to Lieutenant Commander while accumulating 1,800 accident-free flight hours. Led combat missions in Iraq and Kuwait during Southern Watch and completed two successful operational deployments, flying the F/A-18 in Desert Storm and the A-7E during Westpac '89-'90.

- **Training Officer:** Managed flight schedules and trained 70 replacement pilots and 40 instructor pilots, contributing to the successful graduation of over 300 Fleet Pilots. Developed the Instructor-Under-Training (IUT) syllabus, cutting required sorties by 50%. Handpicked to create and implement the F/A-18 Aircrew Coordination Training (ACT) syllabus for fleet-wide use.
- **Leadership & Safety:** Led 50+ personnel through the transition from A-7E to F/A-18C during Desert Storm. Developed a comprehensive Occupational Safety and Health (OSH) program for 600 squadron members, later adopted as the model for the entire wing.
- **Standardization & Evaluation:** Served as NATOPS Evaluator, overseeing all F/A-18 standardization pilots and ensuring compliance with Navy flight standards.

ADDITIONAL LEADERSHIP ROLES

AIR CHARTER SAFETY FOUNDATION:

Board of Governors, 2012 – 2019; Vice-Chairman, 2017 – 2018; Chairman, 2018 - 2019

NATIONAL BUSINESS AVIATION ASSOCIATION:

Safety Committee, 2012 – 2019; Chairman of Single Pilot Safety Working Group, 2016 – 2019

FEDERAL AVIATION ADMINISTRATION:

General Aviation Safety Information Analysis Team, 2017 – 2019

FLIGHT QUALIFICATIONS

RATINGS & CERTIFICATIONS

Airline Transport Pilot: Airplane MEL
CE-500, CE510S, CE-525S,
CE-560XL, CE-680, CE-750
Commercial Pilot: Airplane SEL
FAA First Class Medical

AIRCRAFT FLOWN

Civil
CE-750, CE-700, CE-680/A
CE-560XL, CE-560
CE-550, CE-525C/B/A
CE-525, CE510, C208
BE-76, BE-250
C172, C182, C206

Military

F/A-18 A, B, C, D
A-7E, TA-7C
TA-4J, T-2C, T-34C
CE-530, L-39, PT22

EDUCATION

UNIVERSITY OF NEW MEXICO:

B.S. in Mechanical Engineering, 1986

HONORABLE MICHAEL E. GRAHAM

EDUCATION - CONTINUED

TEXTRON AVIATION:

Building Leadership Capabilities, October 2007
Developing Leadership Excellence, September 2008
Six Sigma Green Belt Certified, February 2010

UNIVERSITY OF SOUTHERN CALIFORNIA:

Aviation Safety Management Systems, January 2009

UNITED STATES DEPARTMENT OF TRANSPORTATION, TRANSPORTATION SAFETY INSTITUTE:

Basic Aircraft Accident Investigation, April 2018
Human Factors in Accident Investigation, April 2019

AWARDS

UNITED STATES NAVY:

Top Eleven Award (Air Wing 11) for best landing grades on USS Abraham Lincoln - two times - 1991
Navy Achievement Medal for Occupational Safety and Health program - 1993

MCDONNELL DOUGLAS:

Quality Achievement Award - 1997

CESSNA AIRCRAFT:

Leading Edge Award - 2000, 2005, 2006

BOY SCOUTS OF AMERICA:

District Award of Merit, White Buffalo District - 2008

FLIGHT SAFETY FOUNDATION:

Business Aviation Meritorious Service Award – 2019

5GAA Automotive Association:

Special Recognition for Outstanding Contribution to C-V2X Deployment - 2025

**Addendum to the questionnaire submitted to the Senate Committee on
Commerce, Science, and Transportation, 119th Congress by Michael Edward
Graham.**

Upon further review, I have identified additional items that are responsive to questions A12, A17, A19, and E1 on the Committee's questionnaire. They are:

- A.12
 - (j) Sons of the American Revolution, DC Society, 2022 - present, Member
 - The Sons of the American Revolution honors our Revolutionary War patriot ancestors by promoting patriotism, serving our communities, and educating and inspiring future generations about the founding principles of our Country.
 - National Society of the Sons of the American Revolution (NSSAR or SAR) was founded in 1889, is headquartered in Louisville, Kentucky, and is a Congressional Chartered Organization. SAR is a non-profit, non-partisan organization dedicated to promoting patriotism, preserving American history, and promoting education to our future generations. SAR members volunteer untold hours of service each year in their local communities. SAR is very active in assisting veterans. The organization proudly assist teachers with living history interpreters, lesson planning materials, and reenactment events for school aged youth to attend. SAR National Headquarters houses one of the nation's premier genealogical libraries.
 - As one of the largest male societies in the country, SAR boasts tens of thousands of active members in over 550 chapters across the United States and internationally. Any male 18 years or older-regardless of race, religion, or ethnic background-who can prove blood lineal descent from a patriot of the American Revolution, is eligible for membership.
 - I was a member of the Wichita Chapter of Team RWB before moving to DC to start my duties as a NTSB Board Member. When I moved to DC, I dissolved my local membership.
- A.17
 - I have included all of my authored work during my time as a Board Member in my initial questionnaire response. In addition to those items, please see [here](#) for links to all of my presentations I have made during my time at the NTSB. Unfortunately, the agency does not have the capability or capacity to record all of these presentations, so many of these only include the presentation slides I used.
 - Upon further review of my files, I did not identify any books, columns, letters to the editor, blog postings, or other publications that I authored prior to my time at the NTSB.
- A.19
 - Unfortunately, the NTSB does not have the capacity or capability to track individual Board Members' statements that are quoted in the press, broadcast over the radio, or replayed on television or podcasts. Part of my duties as a Board

Member involve launching on our “Go Team,” which typically involve high-profile accidents that are widely covered in the press, as detailed in my initial questionnaire response. Since I began at the Board, I have launched to the following accidents, with subsequent press coverage of each ensuing:

- Dallas, TX Mid Air Collision – November 2022
- East Palestine, OH Norfolk Southern Train Derailment – February 2023
- Halloran Springs, CA Airbus EC130 Helicopter Crash – February 2024
- New York, NY Mexican Navy Vessel Striking Brooklyn Bridge – May 2025

- Additionally, I have made the following appearances on podcasts since I began at the agency:

- Pilot To Pilot (S:1, E:177)– July 6, 2021
- Behind-the-Scene @ NTSB (E:31) – April 30, 2020

- Below are news articles I have been quoted in outside of “Go Team” launches or NTSB Board Meetings and Hearings (which are all available on [NTSB's YouTube channel](#)) since I began at the NTSB:

- [Aviation Week – August 29, 2025](#)
- [Aviation International News – April 9, 2025](#)
- [Aviation International News – October 3, 2022](#)
- [National Business Aviation Association – September/October 2021](#)

- Prior to my time at the NTSB, I could not locate in my files records of making any public statements, outside of my initial [testimony](#) before Congress before my confirmation in 2019, related to this position.

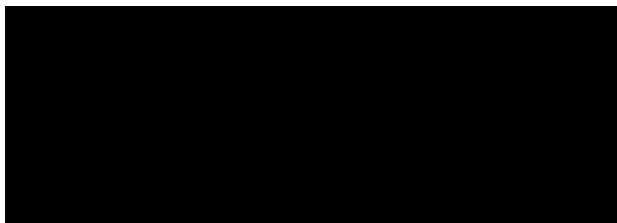
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The undersigned certifies that the information contained in the public addendum is true and correct.

Signed Michael Aralun Date: 9/2/2025