A. BIOGRAPHICAL INFORMATION AND QUALIFICATIONS

- 1. Name (Include any former names or nicknames used): Robert P. Hayes, Jr., (Rob)
- 2. Position to which nominated: Rear Admiral, Lower Half.
- 3. Date of Nomination: September 18, 2015
- 4. Address (List current place of residence and office addresses):

Residence (own):

Office

- 5. Date and Place of Birth: May 23, 1966; Providence, RI.
- Provide the name, position, and place of employment for your spouse (if married)
 and the names and ages of your children (including stepchildren and children by a
 previous marriage).

Spouse: Kathryn (Kathy) A. Hayes (not employed outside the home).

Daughter: Stephanie M. (Hayes) Hambleton, 26

Son: Zachary T. Hayes, 24

Daughter: Rebekah M. Hayes, 22

Son: Dominic J. Hayes, 20

Daughter: Gabrielle M. Hayes, 18

- 7. List all college and graduate degrees. Provide year and school attended.
 - B.S. Government, U.S. Coast Guard Academy, 1988
 M.S. Strategic Intelligence, Joint Military Intelligence College, 1993
 [The Joint Military Intelligence College was later renamed the National Defense Intelligence College, and is now the National Intelligence University]
- List all post-undergraduate employment, and highlight all management-level jobs held and any non-managerial jobs that relate to the position for which you are nominated.

All post-undergraduate employment has been with the U.S. Coast Guard. I have served as a Coast Guard officer since May 1988. Please see my official Coast Guard biography for detailed information.

9. Attach a copy of your resume.

My official Coast Guard biography is attached.

- 10. List any advisory, consultative, honorary, or other part-time service or positions with Federal, State, or local governments, other than those listed above, within the last five years. 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 within the last five years. None.
- 12. Please list each membership you have had during the past ten years or currently hold with any civic, social, charitable, educational, political, professional, fraternal, benevolent or religious organization, private club, or other membership organization. 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 handicap.

United Services Automobile Association (USAA); financial organization for military and retired members; member since 1986; no positions held.

Navy Mutual Aid Association; insurance and benefits organization for military and retired military; member since 1987; no positions held.

U.S. Coast Guard Alumni Association; educational/professional organization; member since 1988; no positions held.

Belair Bath and Tennis Pool Club; community pool and tennis club; member since 1994; no positions held.

Sacred Heart Church; religious and charitable organization; member since 2003; various volunteer work.

National Intelligence University Foundation and Alumni Association; educational/professional organization; member since 2008; no positions held. Military Officers Association of America (MOAA); financial and benefits organization for military and retired officer; trial membership ending in January 2015; no positions held.

None of the above organizations restricts membership on the basis of sex, race, color, religion, national origin, age, or disability.

Knights of Columbus; religious/charitable/fraternal organization; member since 2013; no positions held.

The Knights of Columbus does restrict membership based on religion and sex. It is an organization for Catholic men.

- 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.
 No.
- 14. Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$500 or more for the past ten years. Also list all offices you have held with, and services rendered to, a state or national political party or election committee during the same period.
 None.
- 15. List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals, and any other special recognition for outstanding service or achievements.

2014	Coast Guard Civil Rights Senior Leader Award
2013	Meritorious Service Medal
2009	Meritorious Service Medal
2005-06	Center for Strategic Intelligence Research, National Intelligence
	University, Intelligence Fellow
2005	CG Commendation Medal
2005	CG Commendation Medal
2005	CAPT Niels P. Thomsen Innovation Award
2003	Meritorious Service Medal
2002	Secretary of Transportation's Team Award
1999	CG Commendation Medal
1997	CG Commendation Medal
1992	CG Achievement Medal
1990	CG Commandant Letter of Commendation

16. Please list each book, article, column, or publication you have authored, individually or with others. Also list any speeches that you have given on topics relevant to the position for which you have been nominated. Do not attach copies of these publications unless otherwise instructed.

Published book: "The Coast Guard Intelligence Program: What's the Best Course to Steer?" National Defense Intelligence College Press, December 2006.

Master's Thesis: "Evaluating the US Response to the 1991-1993 Haitian Exodus: Is the U.S. Prepared to Handle Another Maritime Mass Migration?" Master's thesis, Joint Military Intelligence College, 1993.

17. Please identify each instance in which you have testified orally or in writing before Congress in a governmental or non-governmental capacity and specify the date and subject matter of each testimony. None. 18. Given the current mission, major programs, and major operational objectives of the department/agency to which you have been nominated, what in your background or employment experience do you believe affirmatively qualifies you for appointment to the position for which you have been nominated, and why do you wish to serve in that position?

My career has included a mix of strategic and tactical, intelligence and operations, as well as Coast Guard and interagency experiences. If confirmed as a senior leader for the Coast Guard, I believe that fostering collaborative partnerships with other agencies across the Department of Homeland Security as well as the broader U.S. Government is critical to the successful mission execution of the Coast Guard in addition to providing the best return on investment for the Nation. I have experience assigned in a joint/interagency environment, and extensive collaboration with and support to various members of the Intelligence Community, members of the Departments of Homeland Security, Defense, Treasury, and Justice at the local and national level. I am enthusiastic about the opportunity to provide senior leadership for the Coast Guard, and in the interagency environment to ensure the security and safety of our country.

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

If confirmed, my responsibility will be to work with other senior leaders within the Coast Guard to conduct program management and accountability for our resources, and the value we provide to the nation. We do this via oversight mechanisms (both internal and external), compliance with accounting and management regulations and best practices, and standardization within the agency and across the Department of Homeland Security. I have held positions of increasing responsibility throughout my career that have prepared me for this role. I have experience in strategic planning and implementation, linking systems and capabilities to requirements, acquisition processes, and program management that give me a broad understanding of and expertise in developing strategy, managing resources, and creating and developing programs. Additionally, I have significant leadership experience in my current position as the Commanding Officer of a 200 person unit dispersed over several locations and providing enterprise services to the Coast Guard, as well as previous similar command cadre positions overseeing large units.

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

The Coast Guard faces numerous challenges as an organization. First, it must strike a balance between mission execution for its broad array of responsibilities and its building and maintaining adequate platforms and assets. The Coast Guard faces

growing mission demand to counter not only complex and converging transnational criminal organizations and other nefarious actors, but also cyber threats, increasing operational requirements in the Arctic, and adapting terrorist threats. In an austere fiscal environment, we must seek efficiencies, leverage partnerships, and improve our reliance on intelligence and technology as force multipliers. While doing this, we must preserve our surge capacity to respond to major incidents (e.g. natural disasters, terrorist attacks, or other maritime incidents).

Second, the Coast Guard must continue to forge partnerships and integrate with other entities, with a particular emphasis on DHS components and the Department of Homeland Security. As we strive for both the highest standards of performance in our mission and the best return on investment for our country, continuing to improve our collaboration with other DHS components will ensure improved standardization, increased efficiency, and increased effectiveness. Improved joint requirements (linked to modernized financial and procurement processes), intelligence integration, information sharing, and access to common analytical tools and data are keys to ensuring the security and safety of the U.S.

Third, the Coast Guard must find ways to recruit, train, and retain a top caliber workforce. Our complex operating environment and tools require an agile workforce, one that expects access to the information technology capabilities that are common today. Our career management programs and professional development opportunities must maintain the high standards and core values that make the Coast Guard a desirable agency to work for, while also recruiting diverse skill sets and adapting to changing expectations and career patterns of a younger generation.

B. POTENTIAL CONFLICTS OF INTEREST

- Describe all financial arrangements, deferred compensation agreements, and other continuing dealings with business associates, clients, or customers. Please include information related to retirement accounts.
 Please see my nominee Public Financial Disclosure Report.
- 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.
- Indicate any investments, obligations, liabilities, or other relationships which could involve potential conflicts of interest in the position to which you have been nominated.
 None.
- 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. None.
- Describe any activity during the past ten years 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.
- 6. Explain how you will resolve any potential conflict of interest, including any that may be disclosed by your responses to the above items.
 I will obtain advice from a Coast Guard ethics official and follow that advice.

C. LEGAL MATTERS

- Have you ever been disciplined or cited for a breach of ethics by, or been the subject
 of a complaint to any court, administrative agency, professional association,
 disciplinary committee, or other professional group? If so, please explain.
 No.
- Have you ever been investigated, arrested, charged, or held by any Federal, State, or other law enforcement authority of any Federal, State, county, or municipal entity, other than for a minor traffic offense? If so, please explain.
 No.
- Have you or any business of which you are or were an officer ever been involved as a
 party in an administrative agency 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.
- Have you ever been accused, formally or informally, of sexual harassment or discrimination on the basis of sex, race, religion, or any other basis? If so, please explain.
 No.
- 6. If you ever served as a general court-martial convening authority involving an offense involving sexual misconduct or assault, have you ever disapproved the findings of a court-martial related to the offense(s) or reduced the sentence adjudged by a court-martial, other than in connection with a pre-trial agreement?
 No.
- 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

- Will you ensure that your department/agency complies with deadlines for information set by congressional committees?
 Yes.
- 2. Will you ensure that your department/agency does whatever it can to protect congressional witnesses and whistle blowers from reprisal for their testimony and disclosures? 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.

(Nominee is to include this signed affidavit along w	with answers to the above questions.)
F. AFFIDAVIT	
Robert P. Hayes being duly sworn, hereby stat foregoing Statement on Biographical and Financial provided therein is, to the best of his/her knowledge	
	Signature of Nominee
Subscribed and sworn before me this $\frac{\partial (3+)}{\partial x}$ day of	of Septentin, 20/5
Notary Public	DEMETRIUS T. CHEEKS NOTARY PUBLIC REGISTRATION # 7620994 COMMONWEALTH OF VIRGINIA MY COMMISSION EXPIRES SEPTEMBER 30, 2018

CAPTAIN ROBERT P. HAYES

Captain Hayes has served most of his career as an Intelligence Officer. He presently serves as Commanding Officer of the Coast Guard Intelligence Coordination Center (ICC). The ICC is the Coast Guard's service production center, performing strategic analysis, enterprise IT support, collection requirements management, production, screening and targeting, a 24/7 national level intelligence watch, and other functions to support the Commandant, other senior decision makers, and commanders.

Captain Hayes' previous intelligence assignments include a tour as the Chief of Plans and Policy for the Assistant Commandant for Intelligence and Criminal Investigations. Prior to that, he was the Deputy Director of the Coast Guard's Counterintelligence Service. He also completed a one year intelligence fellowship at the National Intelligence University's Center for Strategic Intelligence Research. In an earlier assignment, he served as the ICC Chief of Analysis, and later served as the command's first Executive Officer. His initial intelligence tour was as the Assistant Chief of the Intelligence Plans, Programs, and Budget Branch.

In addition to his intelligence assignments, Captain Hayes has served at several operational units conducting homeland security, counternarcotics, search and rescue, icebreaking, and aids to navigation missions. Upon commissioning, he served as Operations Officer and Deck Watch Officer on USCGC RED OAK. In addition to aids to navigation operations, highlights of that tour included breaking out vessels to keep commerce moving in the Chesapeake Bay and Delaware River in the winter of 1989-90 when severe weather produced ice up to 18" thick. He followed that with a tour as Operations Officer at Coast Guard Marine Safety Office/Group Philadelphia where he led the June 1991 seizure of the motor vessel Blue Crown I that had attempted to smuggle 10,000 pounds of cocaine to the U.S. He later served as Operations Officer at Group/Marine Safety Office Long Island Sound in New Haven, CT, also leading the planning for an OPSAIL visit to New London, CT. Later, he was the Deputy Commander of Coast Guard Group New Orleans where he helped guide the merger of Group and Marine Safety Office New Orleans to stand up Sector New Orleans. He participated in the responses to Hurricanes Ivan, Katrina, and Rita.

Captain Hayes graduated from the U.S. Coast Guard Academy with a Bachelor of Science degree in Government. He also earned a Master of Science in Strategic Intelligence from the National Intelligence University.

Updated: 07/31/15

CAPTAIN Robert P. Hayes, Jr.

Current Assignment June 2013 – Present	Commanding Officer, Coast Guard Intelligence Coordination Center
Assignment History	
May 2009 - June 2013	Commandant (CG-25), Chief Intelligence Plans and Policy
July 2006—May 2009	Coast Guard Counterintelligence Service, Deputy Director
Aug 2005—June 2006	Center for Strategic Intelligence Research, National Intelligence University, Intelligence Fellow
July 2003—July 2005	Coast Guard Group New Orleans, Deputy Commander
June 1999—June 2003	Coast Guard Intelligence Coordination Center, Chief, Analysis
	Division and Executive Officer
June 1997—June 1999	Coast Guard Group/Marine Safety Office Long Island Sound, Operations Officer
July 1993—June 1997	Commandant (G-OIN/OCI), Intelligence Planning and Budgeting Branch
Aug 1992—July 1993	Joint Military Intelligence College, graduate student
July 1990—July 1992	Marine Safety Office/Group Philadelphia, Group Operations
	Officer
June 1988—July 1990	USCGC RED OAK, Operations Officer
T 10	
Educational Summary	
July 1984—May 1988 Aug 1992—July 1993	U.S. Coast Guard Academy, B.S. Government Joint Military Intelligence College, M.S. Strategic Intelligence
Aug 1992—July 1993	Joint Williary Intelligence Conege, W.S. Strategic Intelligence
Military Personal Aw	ards and Significant National Recognition or Achievement
	CG Civil Rights Senior Leader Award
	Meritorious Service Medal
2009 I	Meritorious Service Medal
2005	CG Commendation Medal
	CG Commendation Medal
	CAPT Niels P. Thomsen Innovation Award
	Meritorious Service Medal
	Secretary of Transportation's Team Award
	CG Commendation Medal
	CG Commendation Medal
	CG Achievement Medal
1990	CG Commandant Letter of Commendation
Significant Current P	rofessional Credentials or Recent Activities
	Published book: "The Coast Guard Intelligence Program: What's the
	Best Course to Steer?" National Defense Intelligence College Press.
	Permanent Boat Forces Operations Qualification