

Chairman Cassidy, Ranking Member Sanders, and other Committee Members, thank you for the opportunity to testify today.

I am truly grateful for President Trump's nomination and the opportunity to appear before you today. I have spent almost my entire legal career focused on labor relations matters and practicing before the NLRB. There is no greater honor than to be considered for a position at the NLRB, let alone the trust placed in me to serve as the General Counsel.

My husband, PJ, our three daughters, Claire, Grace and Alice, and my mom, Betty, are seated behind me. I am so lucky to have them by my side – and as always, providing me support and encouragement.

I was born in Athens, Georgia, and raised in Franklin County, which is located about 30 miles northeast of Athens. My parents divorced when I was around two. My dad, David, was a Marine Corps veteran raised on the sheriffs' boys ranch in South Georgia. He struggled with many demons during his life and sadly succumbed to them in July 2009. I know he would be proud and sitting behind me today if he could. After my parents' divorce, my mom decided to stay close to family. That included her parents – my papa, Stanley, who worked at Victoria Bryant State Park as a ranger; my grandma, Elsie, who worked as a seamstress in the Carwood sewing plant; my late uncle Dale, a tow-truck operator and army veteran; and my uncle JR, who worked in the construction industry and is a member of the International Union of Operating Engineers, local 926. My mom always worked multiple jobs at a time, but her primary job and where she retired from was my home away from home – the University of Georgia. While my mom and I lived in a few basement apartments in Franklin Springs over the years, most of my childhood was spent beyond the city lines on Park Road in a single-wide trailer on my grandparents' property, underneath a beautiful Georgia pine.

I am proudly a product of public school. I attended Royston Elementary, Franklin County Middle and Franklin County High School. During my junior year of high school I enrolled, thanks to the encouragement of my mom, in Georgia's dual enrollment program. Through that program I attended Emmanuel College (now University) and earned my associate's degree just one year after graduating from high school. I then transferred to the University of Georgia where I completed bachelors' degrees in Sociology and Criminal Justice – all firsts for my family. It was then that I met my now-husband of 23 years, an ensign in the United States Navy. We moved shortly thereafter to the Norfolk/Virginia Beach area where I attended Old Dominion University and obtained my master's degree in Applied Sociology – another first for my family. Subsequent military transfers allowed me the opportunity to attend Florida Coastal School of Law and subsequently Penn State Dickinson School of Law.

During my final semester at Dickinson, I took part in the Semester in DC program. Through that program, I interned at the NLRB Region 5 office in Baltimore. This was my first true experience with labor law, and I loved it. I loved the people with whom I worked, the members of the public I was able to help, and the sometimes-feisty interactions with both management and union officials. It was an agency that, at its heart, helped people. After graduation and passing the bar, I was offered a position in Region 5, which I happily accepted.

While working in Region 5, I investigated unfair labor practices, conducted elections, served as a hearing officer, and litigated cases. I was also a member of the NLRB's field union – the BU. I traveled all over the region to meet with employees who had filed charges. I met with them in libraries, coffee shops, their homes and any place convenient to them to avoid intrusion into their personal and work lives so that they may utilize their rights under the NLRA. Most of the cases I handled were filed against employers, and ultimately, most cases settled. One of the biggest cases I worked on while in Region 5 involved many bargaining-related allegations and an unfair labor practice strike involving almost 50 members of Teamsters Local 639. We won the case, and ultimately the Supreme Court agreed with our position and awarded over 1.1 million dollars in backpay to those employees. I have never, and will never, forget spending days on end with those witnesses and hearing their stories, and the impact the case had on them and their families.

After three years in Region 5, I spent three years in the division of enforcement litigation at the NLRB's Headquarters in DC – specifically the Office of Appeals. I was also a member of the headquarter union – the PA. In the Office of Appeals, I reviewed appeals from charging parties who felt their case should have gone in a different direction. While I handled hundreds of appeals each year, one in particular stands out to me – a case was dismissed alleging that employees had been unlawfully coerced during an organizing campaign. The allegation was that the employees were promised green cards for themselves and their family members in exchange for their vote. The promise came from the union, not the employer. I argued that the appeal should be sustained because the employees testified that they were coerced and believed that they and their families would be given the green cards. My argument was not adopted. The promises of the union were brushed to the side merely because the union could not actually make those promises happen, even if the employees did not know better. I will never forget that case and the impact that decision had on those workers.

My final three years at the NLRB were spent on the Board side serving as senior staff counsel to the chairman of the NLRB. In that role, I reviewed exceptions to the Board, presented arguments to the Board members, and drafted decisions for the Board. The Board side is where law is made, changed or adopted. In my work, I always kept in mind who filed the charge to start with and what impact the Board's decision would have not only on the public, but also on the charging party at the heart of the matter.

I left the Board in April of 2018 to join the team at Morgan Lewis. During my time working at the NLRB, I found the Morgan Lewis attorneys to be professional, collegial and cooperative in advocating strongly and creatively for their client's position. My practice at Morgan Lewis focuses on three primary areas – negotiations, training, and counseling employers on whether, and how, to ensure their operations or potential actions comply with the law.

The NLRA was passed to promote labor stability. There cannot be stability in labor relations when there is not stability in the law. If confirmed as General Counsel, I commit to respecting long-standing Board precedent, to applying the law as written and as intended by Congress, to not putting the desire to clarify Board law over the resolution of a case that would otherwise effectuate the Act, to ensuring that the hardworking employees of the NLRB have the resources,

the training and the support they need and deserve to effectively fulfill their role to the American people, and striving to provide prompt, fair and appropriate resolution to cases.

I take seriously the trust that comes with public service. The NLRA touches the lives of millions of American workers and businesses – large and small – across every sector of the economy. I commit to faithfully serving the statutory mission of the NLRB and the people the Act protects.

Thank you again for having me here today and considering my nomination. It is truly a privilege to be here, and I look forward to the Committee's questions.