



November 30, 2012

To Whom It May Concern:

I recommend Dr. Steven J. Hausman as an exceptional technical and scientific resource, subject matter expert in the area of federal ethics statutes and regulations, and speaker. Dr. Hausman has worked continuously for me as a part-time consultant for eighteen months since May 2011. In his role as a consultant to the Office of the National Coordinator for Health Information Technology (ONC), Dr. Hausman has provided comprehensive services as a subject matter expert in the area of federal ethics laws and rules, numerous instructive lectures about federal ethics matters, review and analysis of hundreds of ethics documents, and keen insight into complex ethics cases.

Throughout his tenure in ONC, Dr. Hausman has consistently proved to be extraordinarily knowledgeable and diligent, and an outstanding writer, speaker and lecturer. He is especially skilled at explaining complex topics in a clear and easily understandable manner and in making what could be a routine subject interesting and engaging. In particular Dr. Hausman was instrumental in turning around a serious programmatic challenge for ONC -- the ethics program. ONC was established just 8 years ago and as a relatively young office, our ethics program was not strong and its performance evaluation status was "needs improvement." This status was especially troublesome because ONC is a high profile office in the Office of the HHS Secretary and is a key initiative for the Administration. Compounding the evaluation status was the fact that the number of personnel in the office grew by 600% during the past 3 years and the majority of the new staff had no prior federal work experience and little appreciation of the importance of federal ethics rules. Dr. Hausman's expertise and diligence were critical to the expeditious improvement in the ONC ethics program as evidenced by a much improved ethics program evaluation including notable model practices to be followed by other HHS ethics programs.

Based upon his exceptional consulting work with this office, I recommend highly Dr. Hausman's services to all future clients.

Sincerely,

A handwritten signature in purple ink, reading "K. H. Fyffe", is positioned below the word "Sincerely,".

Kathleen H. Fyffe
Senior Advisor