

Opening Statement for

Dr. Lawrence J. Delaney

Before the

Senate Armed Services Committee

April 27, 1999

Air Force Acquisition Entering the New Millennium

Mr. Chairman and distinguished members of the Senate Armed Services Committee, I am deeply honored to appear before you as the President's nominee for Assistant Secretary of the Air Force for Acquisition. With this nomination, President Clinton, Secretary Cohen, and Acting Secretary Peters have placed enormous trust and confidence in my abilities to serve this great Nation of ours, and I thank them for their support. I would also like to thank the Committee for the opportunity to appear before you today as you consider my nomination.

I am excited about the prospect of returning, if confirmed, to where my career began—working closely with the Department of Defense. My business career began 38 years ago in missile system technology. Over the years, my focus has been on high technology program acquisition, management, and engineering. I have extensive experience in weapon and information systems development, integration,

software, and technology. My broad industrial experience, coupled with 25 years of military advisory board activities, provides me with a strong foundation in preparation for the opportunity to lead Air Force acquisition. I am excited about the possibility of joining the Department of Defense's "acquisition team" as the Air Force Acquisition Executive.

The United States faces significant challenges as it enters the new millennium. A rapidly changing threat fueled by the growing global availability of critical technology. Joint Vision 2010 provides the operational template for the evolution of the Armed Forces in our uncertain environment. Air Force acquisition must be timely, flexible, and responsive. We must balance sustainment with modernization of our forces, thereby ensuring current readiness while leveraging technology to maintain superiority in the 21st Century. We must always strive to achieve excellence in the execution of our programs. Openness will be the key to acquiring affordable, effective, and interoperable systems in the 21st Century. The Air Force must work closely with our customer, the warfighter, to refine its requirements. The Air Force must also partner with industry to develop affordable and sustainable systems, delivered on-time that meet the customer's needs. Air Force acquisition will work in tight cooperation with Congress as we strive to equip the Air Force with the best possible systems in a demanding budgetary environment.

The keys to the successful transition into the new millennium will be effective business practices and a focused science and technology program. Just as Dr. William Perry stated, “If DoD is going to be capable of responding to the demands of the next decade, there must be a carefully planned, fundamental, re-engineering or re-invention of each segment of the acquisition process,” the Air Force and DoD must continue this revolution in business affairs in order to respond to the demands of the next century.

The DoD and Air Force have come a long way in reforming business processes to meet the challenge of improving acquisition capabilities. The overall maturing of acquisition management practices has been the driver for the revolution in business affairs that is producing substantial program savings and cost avoidance.

Giving contractors total system performance responsibility, using performance-based requirements, eliminating military specifications and standards, and relying on contractor data and metrics are all examples of recent positive changes in acquisition management procedures. Other initiatives such as partnering with industry and adopting commercial practices are innovative ways of doing business that result in win-win scenarios for both the Government and industry. The Government reduces its cost while industry gains an opportunity to increase domestic and international commercial market share and apply innovative

commercial practices. Most importantly, these reforms will go a long way in getting affordable, capable systems to the warfighter in a timely manner.

“Hap” Arnold, the Chief of the Air Corps during World War II, said “The first essential of the airpower necessary for our national security is preeminence in research. The imagination and inventive genius of our people—in industry, in the universities, in the armed services, and throughout the nation—must have free play, incentive, and every encouragement. American air superiority in this war has resulted in large measure from the mobilization and constant application of our scientific resources.” A focused Air Force Science and Technology program will result in payoffs for both warfighters and the American people.

Air Force Science and Technology played a crucial role in the development of technologies such as stealth, high-energy lasers, integrated avionics, composites, and turbine engines. These investments have enabled the development of revolutionary military systems such as the B-2 bomber, F-22, and Airborne Laser. Revolutionary technologies that have transitioned to civilian use, such as high-speed computing, wireless communications, and advanced jet propulsion, have benefited from Air Force Science and Technology contributions.

Sustained investment in a focused Science and Technology program is necessary to ensure cost-effective, advanced technologies for improvements to current systems and the development of new systems. Emphasis on space Science

and Technology will allow the Air Force to accelerate the development of technologies that exploit our leadership in space. This focused investment will allow the Air Force to continue to hold the high ground and provide the information dominance to the joint warfighting team.

In preparing for this hearing, I have come to appreciate more fully the importance of the position for which I have been nominated. I take it as a solemn, personal responsibility to provide the best equipment to the young men and women of the Air Force at the most reasonable cost to the American public.

If confirmed, I look forward to the opportunity of working with the outstanding men and women of the Air Force and DoD acquisition community. A cornerstone of my work will be an active dialogue and strong partnership with Congress on acquisition issues. I stand ready to serve, welcome your questions, and look forward to working with Congress to lead Air Force acquisition into the new millennium.

RESPONSES TO
ADVANCE QUESTIONS FOR DR. DELANEY'S CONFIRMATION HEARING

Defense Reforms

More than ten years have passed since the enactment of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms.

Do you support full implementation of these defense reforms?

Yes. I support full implementation of the Goldwater-Nichols Act.

What is your view of the extent to which these defense reforms have been implemented?

Considerable effort has been made to implement these reforms and establish the enabling mechanisms. They are in place and working—and having a positive impact on the Air Force.

What do you consider to be the most important aspects of these defense reforms?

From the viewpoint of an acquirer there are several important aspects. First, it strengthened civilian control. Second, it established the clear delineation of acquisition and operational requirements responsibilities within the DoD. This has provided a single chain of command focused on improving acquisition program management and execution, and for accelerating acquisition reform initiatives. Finally, these reforms have served as an effective catalyst stimulating the revolution in business affairs. In sum, these reforms have provided a more efficient process for allocating limited DoD resources.

The goals of the Congress in enacting these defense reforms, as reflected in section 3 of the Goldwater-Nichols Department of Defense Reorganization Act, can be summarized as a strengthening the civilian control; improving military advice; placing clear responsibility on the combatant commanders for the accomplishment of their missions; ensuring the authority of the

combatant commanders is commensurate with their responsibility; increasing attention to the formulation of strategy and to contingency planning; providing for more efficient use of defense resources; and enhancing the effectiveness of military operations and improving the management and administration of the Department of Defense.

Do you agree with these goals?

Yes. I agree with the goals Congress had in enacting these defense reforms.

Recently, there have been articles which indicate an interest within the Department of Defense in modifying Goldwater-Nichols in light of the changing environment and possible revisions to the national strategy.

Do you anticipate that legislative proposals to amend Goldwater-Nichols may be appropriate? If so, what areas do you believe it might be appropriate to address in these proposals?

We have learned quite a bit in implementing Goldwater-Nichols. If confirmed, I will continue the reform activities already underway in the Air Force and DoD. I will strive to continue the improvement of acquisition policies and processes. In the event further legislative proposals are considered, I will work closely with DoD and Congress to identify the best possible legislative basis for continuing acquisition reform.

Relationships

In carrying out your duties, what would be your relationship with:

- The Secretary of the Air Force
- The Under Secretary of the Air Force
- The Assistant Secretaries of the Air Force
- The Air Force General Counsel
- The Acquisition Executives in the other Military Departments;

If confirmed, I will develop a sound working relationship with the Secretary, Under Secretary, other Assistant Secretaries, the General Counsel of the Air Force, and the Acquisition Executives in the other Military Departments. In order to successfully

carry out statutory and assigned responsibilities of the Service Acquisition Executive, a strong, direct and frequent dialogue with these officials will be necessary. I will cooperate fully with them and their offices to ensure continued efficient administration of acquisition matters within the Department of the Air Force.

Under 10 USC §133, the Under Secretary of Defense for Acquisition and Technology (USDA&T) has the authority to direct the Service Secretaries on matters for which he is responsible.

As the Air Force Acquisition Executive, what will your relationship be with Dr. Gansler's office on matters of acquisition policy?

I understand the Secretary of Defense may designate the levels of Department of Defense officials to exercise authority, direction, and control over Air Force activities within their areas of responsibility. If confirmed, I would continue the direct dialogue that exists today between the Air Force and Dr Gansler's office on acquisition programs and policy matters.

Duties

Section 8016 of Title 10, United States Code, provides that the Assistant Secretaries of the Air Force shall perform such duties and exercise such powers as the Secretary of the Air Force may prescribe. What is your understanding of the duties you will perform and the powers you will exercise as the Assistant Secretary of the Air Force for Acquisition?

If confirmed as the Assistant Secretary of the Air Force for Acquisition, I would be responsible for overall supervision of the Air Force acquisition system. My responsibilities would fall into two broad areas: policy and execution. The Assistant Secretary handles the formulation and implementation of broad Department of the Air Force policy for all Air Force research, development, and

acquisition programs. The Assistant Secretary is also responsible for programmatic oversight for the management and execution of all Air Force research, development, and acquisition programs including joint programs for which the Air Force is executive agent within the DoD.

In addition to these policy and oversight responsibilities, the Assistant Secretary is also responsible for management of the scientific and technical infrastructure; implementation of the Defense Acquisition Workforce Improvement Act; liaison with the users and warfighters; liaison with the Office of the Secretary of Defense, other military services, other Executive Branch Departments, Congress, foreign nations; and support of the acquisition aspects of the Planning, Programming, and Budgeting process.

The Assistant Secretary also serves as the Service Acquisition Executive (SAE), Senior Procurement Executive (SPE), Air Force Chief Information Officer (CIO), Head of Contracting Activity (HCA) for Air Force programs, and as a member of the Air Force Council.

Acquisition Reform

In both the 103rd and 104th Congress, Congress enacted two major packages of acquisition reform legislation. In the 105th Congress, the general consensus was to let these reforms mature before exploring additional reforms.

Do you see a need for additional acquisition reform legislation in the 106th Congress?

The senior leadership has done an excellent job implementing reform initiatives. I believe they are headed in the right direction. The results are positive. The pace appears right. If confirmed, I will maintain the momentum of on-going reform initiatives and begin a strategic planning effort to identify additional areas ripe for reform and streamlining. I will work closely with DoD and Congress to explore the need for additional reform as we continue to refine our business practices.

There are three acquisition-related areas I believe we need to work with Congress. They are the continued management of reductions of the acquisition workforce, the improvement of program funding stability, and renewal and expansion of the statutory and regulatory relief given Defense Acquisition Pilot Programs (DAPPs) under the provisions of the Federal Acquisition Streamlining Act of 1994.

If so, what specific legislative measures do you believe are needed?

I understand the Air Force acquisition workforce has been downsized significantly in the past decade and acquisition reform has, to an extent, helped to mitigate some of the effects of downsizing. I am also aware the DoD is in the process of adopting a new definition of the acquisition workforce that will accurately identify those personnel truly performing acquisition duties. We will need to examine whether we have accomplished downsizing in the most efficient and effective manner. We will also need to ensure that our current and future workforce of civilians is balanced and has the proper mix of trainees, mid-level, and senior managers who possess the technical capabilities to be responsive to our future acquisition challenges.

We need to continue working with Congress on improving program funding stability. Programs need to have stable funding to efficiently and effectively execute acquisition strategies which deliver weapons to the warfighter in a timely fashion and at a reasonable cost. We need to work with Congress to identify how we can achieve more stable program funding , especially during times when we have to pay for contingency operations and operating & support bills.

Finally, we also need to capture the benefits of statutory relief already demonstrated by pilot programs under the provisions of the Federal Acquisition Streamlining Act of 1994. We will need to consider renewing the statutory and regulatory authority provided under the legislation to help existing pilot programs as they expire ~~and expand the authority to other programs so~~ we can achieve the maximum overall benefit for the Air Force.

If confirmed, what do you see as the most important steps that you can take to continue the implementation of acquisition reform and make sure that the reform process continues?

One of the key elements in advancing reform initiatives is to continue to rigorously train all members of the workforce on new process and policy changes which have resulted from acquisition reform. This training should accompany the reform initiatives and be provided to all members of the acquisition team, including our partners in industry. An essential part of this training will be to continue to share the lessons learned from programs having implemented reform initiatives so we can continue to improve our acquisition processes. In addition, we need to continuously

communicate with the other Services and industry, sharing lessons learned, and work with them to identify new areas for reform.

What steps will you take to ensure that the added flexibility and discretion provided by acquisition reform is responsibly exercised and that acquisition reform is not undermined by procurement scandals like the spare parts problems of the early 1980's and as highlighted in last year's hearings?

The Air Force has done an excellent job conducting regularly scheduled reviews of their programs. If confirmed, I will ensure these reviews remain effective. I will ensure processes are in place to identify and complete the actions needed to successfully execute the programs. I will make sure the reviews are continuously examined for areas of improvement, and that we continue to track the status of implementation of acquisition reform initiatives and record and update the results that have occurred.

What is your assessment of the effectiveness of the laws and regulations governing audit, inspection, and oversight functions with respect to the acquisition process?

I believe there should always be in place a system of checks and balances to ensure we are conducting our business efficiently and properly. The acquisition process has been improved as the result of lessons learned from audit and inspection process. We need to continue to partner with each of the various oversight organizations to identify those areas where the risk for potential problems exists and the impact could be significant as the DoD continues to reform its acquisition processes. The government must recognize that as the government's and contractor's workforce get smaller, audits, inspections, and oversight must become more focused. This must be done through insight into contractors' work processes rather than intrusive oversight. This change in philosophy from government oversight to government insight is a key tenet of acquisition reform where we no longer dictate to a contractor how to do business, ~~and what data to collect.~~ -Our goal is to ensure the government has insight into how the program is being executed through an understanding of the contractors processes and access to key program

data and metrics, which provide the early warning of problems. I also believe that we need to integrate our auditors and oversight personnel into our acquisition strategy process to ensure their valuable insight and lessons learned are also folded into our acquisition program planning process.

What is your view of the relationship between these laws and regulations and the goals of regulatory streamlining and facilitating the acquisition of commercial products?

Acquisition reform has created significant changes in the way, as well as the environment in which, the Air Force conducts business. Through acquisition reform statutes like the Federal Acquisition Streamlining Act (FASA) and the Federal Acquisition Reform Act (FARA), Congress has paved the way for streamlining the acquisition system to cut red tape, costs, and cycle times and to improve mission support. Prior to the statutory preference for commercial items, we were more dependent on a limited, and shrinking, military unique industrial base to meet our needs. Through acquisition reform we have increased our use of and reliance on the expanding commercial market place, including international markets. As a result we have increased competition and gained access to critical new technologies and paved the way for increased business with firms that have not done business with us in the past. We are now well into the acquisition process improvements enabled by the FASA and FARA legislation. Our goal is to keep our inspection process dynamic, such that it continues to focus on true measures of our acquisition systems' effectiveness. At the end of the day, we must ensure the Air Force gets only the best at a reasonable cost to the American taxpayer.

Do you anticipate the need for additional changes in legislative or regulatory authority, and if so, what changes?

Not at this time, however, I look forward to teaming with Congress on the continued evolution of the acquisition process.

Department of Defense officials have been talking of the need to move toward price or value-based contracting and lessen the dependence on cost-based contracting and detailed auditing.

Do you have any specific ideas as to how these goals can be accomplished with regard to sole-source contracts that are too large and too risky for contractors to perform on a firm fixed-price basis?

My experience in industry has taught me the value of price-based acquisition (PBA).

In my opinion, PBA can be a key element in furthering the revolution in business affairs, and I strongly support the use of PBA in cases where appropriate. PBA provides greater incentives to commercial and high-technology companies to do business with the Government. The increased use of priced-based strategies will be critical in our efforts to achieve the integration of our civil and military industrial bases necessary to both reduce future acquisition costs and ensure access to the latest commercial technologies.

Price-based acquisition is a way of doing business that does not rely on the seller's cost data to establish prices or administer the contract, but rather relies on price comparisons, market prices, competitive alternatives, and price analysis to establish fair and reasonable prices. A priced-based environment requires a significant change in the acquisition paradigm. It requires the development of new tools, policies, procedures, and training of our workforce to understand when PBA makes

sense and results in best value. Priced-based strategies are viable but challenging and may be the next bold move in acquisition streamlining.

The Federal Acquisition Streamlining Act and the Clinger-Cohen Act created broad new exemptions to the requirement for federal agencies to obtain “cost or pricing data” pursuant to the Truth In Negotiations Act.

What are your views as to the steps the Department needs to take to ensure that it achieves the best price and best value for the taxpayer in the absence of cost or pricing data?

This is quite possibly the next major step in the revolution in business affairs. While it is my understanding that the acquisition community has begun to develop and adopt new initiatives to bring about this change, it is new to the work force. I believe the development of market research techniques and training is required to understand the commercial marketplace and how to take advantage of the competitive market forces. Clearly it will take time to fully assimilate these techniques into the acquisition workforce.

What is your view of the authority given to the Department under the Federal Acquisition Streamlining Act to enter “multiple award task order contracts”?

When appropriate, it seems to be a valuable tool in streamlining the acquisition process. If confirmed, I look forward to reviewing Air Force’s implementation, its impact on our vendor base and ability to ensure fair and reasonable prices.

Do you see a potential for broader use of this authority?

There appears to be enough latitude within the statute and implementing regulation for a proper business decision to be made based on the particulars of each acquisition. If confirmed, I will review the current status to ensure the authority available is sufficient to achieve the results we desire.

Do you see any need for adjustments in this authority?

I'm not sure I can answer specifically at this time. If confirmed, I look forward to working with the Congress to continue to mold statute and implementing regulations that improve the acquisition process.

Please describe your views and plans for the following programs designed to assist small businesses and small disadvantaged businesses:

(1) the Small Business Innovative Research Program:

I support the Air Force Small Business Innovation Research Program (SBIR) and believe it is beneficial to both the Air Force and the Nation. If confirmed, I will ensure the Air Force continues to include SBIR as part of its overall Research, Development, Test, and Evaluation investment strategy as an innovative approach to support the technology needs of the Air Force.

(2) the DoD Pilot Mentor-Protégé Program:

I believe DoD's Pilot Mentor-Protégé Program is a success. By encouraging major DoD prime contractors (mentors) to develop the technical and business capabilities of small disadvantaged businesses (SDBs) and other eligible protégéesprotéges, they have enhanced their contribution to the DoD. I have personally seen in specific cases the benefits of the Mentor programs. All successful agreements are characterized by a winning relationship for all parties: the mentor, the protégé, and the DoD, which will enable the protégé to expand their business base within the DoD marketplace.

I am enthusiastic about the potential future of this program. It appears to be working within DoD. Extension beyond the current FY 2000 expiration date is critical to the continuing development of capable small business firms' participation in Air Force programs.

(3) the Small Business company-wide subcontracting test program:

It appears the Air Force has been a leader in implementation and expansion of the Comprehensive Subcontracting Program. This program saves valuable contractor and government resources. It also allows participants to develop corporate or division wide programs to award subcontracts to small businesses. Given increasing congressional and DoD emphasis on subcontracting with small business, I will work to ensure the Air Force continues to emphasize participation by small businesses at the subcontract level.

~~The Air Force awaits with interest the congressional review and renewal of this program that is set to expire in September 2000. If confirmed, I will work with the Air Force leadership and DoD's and Congressional members to make this valuable program a permanent part of our strong Small Business Program.~~

(4) Defense research infrastructure assistance for Historically Black Colleges and Minority Institutions:

I support the Historically Black Colleges and Universities and Minority Institutions (HBCU/MI) program, which is designed to provide science and technology programs and capabilities at these institutions. I have personally seen some positive results of this program. The Air Force's infrastructure initiatives to increase the pool of minority scientists and engineers are specifically tailored to support the future technological and personnel needs of the Air Force. If confirmed, I will ensure the Air Force continues to support the HBCU/MI Program through

participation in a DoD annual solicitation that provides awards for grants, as well as acquisition of science and technology equipment and instrumentation for educational research program enhancements to support activities relevant to the Air Force needs. We look forward to congressional review and support of our forthcoming legislative proposal to expand the Mentor-Protégé Program to cover HBCU/MI.

(5) the "section 1207" 5 percent goal for small disadvantaged business participation in defense procurement?

I support the Small disadvantaged Business (SDB) objective which seeks to place a fair proportion of its total purchases, contracts, and subcontracts with SDB companies. I would rather not speak to specific goals but have the program match local demographics to the opportunities for participation. It is obvious that the Small Disadvantaged Business (SDB) program has proven valuable in establishing and maintaining a significant contribution to the industrial base. Many outstanding SDB start-up companies have grown to become major service companies to the DoD and other federal agencies. If confirmed, I will continue to work with the Congress, SBA, and the acquisition community to ensure this vital contribution to national defense is continued.

Testing

What is your view of the role that realistic testing should play in the acquisition process prior to any decision to enter into high rate production?

A sufficient amount of realistic testing must be done prior to a full rate production decision. This objective must be balanced by the cost-benefit tradeoff between

greater realism in testing versus the incremental costs for further reductions in acquisition risk. An affordable test plan must weigh the risks against the costs of various evaluation techniques, and use capabilities ranging from digital system models, hardware-in-the-loop, computer simulation, and open-air field testing to emulate operational engagements. Testing must include a balanced mix of simulated and open-air range testing to adequately verify the system fulfills the warfighters' requirements, and that the acquisition risk is acceptable at that stage of system development.

Is there potential for saving both time and money in the pre-production testing of major weapons systems by:

- (1) making greater use of simulation?
- (2) combining simulation with low-rate production and testing in the field?

Simulation offers the opportunity for significant savings before entering low rate production. There is also potential to expedite the acquisition process and produce cost avoidance. In doing this, it must be recognized that computer simulation cannot completely replace actual environments such as the flight test of production representative units in the operational environment. The challenge is to determine the appropriate amount of simulation and field testing with an acceptable level of risk prior to any production decision. If confirmed, I plan to work with the Air Force, OSD, and Congress to actively pursue increased use of modeling and simulation to appropriately reduce test requirements and avoid unnecessary costs.

Acquisition Workforce

The Defense Acquisition Workforce Improvement Act (DAWIA) established specific requirements for managing the Defense Acquisition Workforce and authorized a series of benefits for the workforce.

Please give your assessment of the strengths and weaknesses of DOD's implementation, to date, of DAWIA.

My understanding of DAWIA is it has provided the basis for formally developing the kind of skills essential in today's acquisition environment. We must continue to develop our workforce to meet the challenges that accompany the revolution in business affairs.

Are there any special implementation problems associated with the defense build down that will require either specific management attention or legislative change?

We will need smart buyers--technically smart, as well as experienced in business practices. These people must be integrated into an acquisition workforce team. To reach the best mix of skills and experience, we need personnel practices giving us the flexibility to reshape the workforce into an integrated team.

Are any other legislative changes needed to enhance the effectiveness of this legislation?

If confirmed, I look forward to baselining where the Air Force has been, as well as continuing to explore the management possibilities it provides to determine if additional statutory changes are required.

What priority will you give to the following workforce incentive aspects of that legislation:

- (1) Tuition reimbursement and training?
- (2) Student loan repayments?
- (3) Critical pay authority?
- (4) Waiver of the penalty against further government service by retired personnel?
- (5) Special pay for officers in critical acquisition programs?
- (6) The cooperative education credit program?

(7) The defense acquisition scholarship program?

~~These incentives appear to be reasonable.~~ If confirmed, I will carefully examine the demographics of the Air Force acquisition workforce today and the future requirements over the next decade. This analysis will help me determine the value of these workforce incentives to ensure we have a strong acquisition workforce.

Modernization Investment Balance

Do you believe the current Air Force modernization investment plan represents a proper balance between platforms and weapons?

The balance between platforms and weapons is an end-product of the modernization plan, which is developed in response to warfighter requirements. I believe the plan is time-phased and distributed across the Air Force's core competencies. The acquisition community will continue to team with the warfighters, involving them in our processes to ensure we deliver affordable and effective weapon systems.

F-22 Cost Cap

With recent cost growth in the F-22 Engineering and Manufacturing phase, what challenges do you foresee in this program's ability to come in under its mandated Cost Cap?

In preparation for confirmation I have become aware of potential cost growth within the F-22 Engineering and Manufacturing Development (EMD) program. The Air Force has identified and implemented cost reduction initiatives within the program which should offset this potential cost growth. In addition, I have been informed the Air Force also has management reserve which has not yet been allocated to the program to provide an additional buffer to the cost cap. The F-22 EMD program is on track--nearly 80% complete. If confirmed, I will oversee the Air Force and F-22 contractor teams to ensure the program remains within the current development and production cost caps.

Qualifications

If confirmed, you will be entering this important position at a time of concern about the adequacy of the budget, force levels and readiness of our forces.

What background and experience do you have that you believe qualifies you for this position?

My business career began in missile system technology 38 years ago. It has over the years centered on high technology program acquisition, management, and engineering. I have extensive experience in weapon and information systems development, integration, software, and technology. My broad industrial experience, coupled with 25 years of military advisory board activities, provides me with a strong foundation in preparation for the opportunity to lead Air Force acquisition.

Do you believe that there are any steps that you need to take to enhance your expertise to perform the duties of the Assistant Secretary of the Air Force for Acquisition?

I believe I am professionally and technically prepared to assume the duties of the Assistant Secretary of the Air Force for Acquisition. I expect to be aided in my duties by the strong leadership team that currently exists within the DoD, the Air Force, and the Assistant Secretary's staff. I look forward to the challenge of the job and will seek advice and counsel from those who have preceded me and other experts.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?

Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Assistant Secretary of the Air Force for Acquisition?

Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes.