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Opening Statement of  
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OFFICE OF PREPUBLICATION AND SECURITY REVIEW

Nominee for Assistant Secretary of the Army for Acquisition,  
Logistics, and Technology  
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Chairman Reed, Ranking Member Inhofe, and members of the Committee, I am honored to appear before you today as President Biden's nominee to be Assistant Secretary of the Army for Acquisition, Logistics, and Technology. I am humbled by the faith President Biden, Secretary Austin, and Secretary Wormuth have placed in me by nominating me to fill this critical role in the United States Army. I am also humbled to sit before you – leaders of an institution, the United States Congress, where it was my honor and privilege to serve as a staff member for almost 19 years.

I would like to start by thanking the many people who have supported me during my 28 years of public service. Starting with my wife Trisha, who has been at my side for 24 of those years, my father and mother, Donald and Sandra Bush, who sacrificed to give me every opportunity in life to succeed, and the many superb Army officers who taught me what it means to serve my country and lead soldiers, both at West Point and during my time as a young officer. Here in Congress, I was fortunate to work for many

members on both sides, but I owe my chance to serve in Congress to Senator Bill Nelson, Congressman Jim Cooper, Congressman Neil Abercrombie, Congressman Ike Skelton, and House Armed Services Committee Chairman Adam Smith. Finally, I want to thank the outstanding Army officers and civilians I was honored to work with during my six months as an Acting Assistant Secretary of the Army earlier this year.

If confirmed, I am eager to take on the challenge of leading the Army's acquisition enterprise during a period of dramatic change. The Army is in the early years of what promises to be its most significant equipment modernization effort in nearly 40 years. If confirmed, I would be responsible for bringing to fruition many efforts that a talented and dedicated group of Army military and civilian leaders who came before me set in motion.

Having supported Congressional oversight of Army programs for fourteen years, and serving in the role I have been nominated for in an Acting capacity for six months, I am confident I know how to achieve this goal. If confirmed, I would work diligently to meet the objectives of Secretary Wormuth, other Department senior leaders, and Congress. My priorities would include the following:

First, I would place a laser-like focus on program execution and performance to ensure rapid delivery of improved equipment to our soldiers. For many years, Congress has directed acquisition reforms on accelerating the pace of delivery. I will orient my decisions toward taking action to advance programs and deliver effective equipment, while ensuring appropriate oversight of program cost and performance.

Second, the Army must get better at acquiring software, using all available tools granted by Congress to get there. Many efforts are underway to shift software acquisition from an industrial age to an information age approach. If confirmed, I intend to further accelerate those efforts.

Third, the Army must return to a focus on security in its acquisition efforts – including cyber security and supply chain security. Both are necessary to deliver capabilities uncompromised by the aggressive efforts of China, Russia, and other countries.

Fourth, I believe that realistic operational testing is an aid, rather than a hindrance, to the acquisition of effective equipment for the Army. Taking a little extra time and effort to fully test systems up

front ensures that contractors are held accountable and problems are identified on test ranges rather than in combat.

Finally – and most critically – I will work to ensure Army modernization is closely coordinated with Congress. The Army cannot achieve any of its modernization goals without the support of, and partnership with, Congress.

In closing, I want to assure members that while the position I have been nominated for deals principally with acquisition of equipment, I am also aware of the larger context our Army faces. The potential threats to our military are many. We are tested by our adversaries on a seemingly daily basis.

While Army acquisition is only a small part of confronting these challenges, I believe it is also a vital one. Our soldiers are the best in the world. They represent the very best of America. They deserve the very best equipment the country can provide.

Our soldiers stand on the front line of freedom around the world. Providing them with what they need to deter our enemies and, if necessary, fight and defeat them, is an enormous responsibility. It

is one that, if confirmed, I will take very seriously every moment of every day.

I look forward to your questions today and, if confirmed, to working with this committee to support the United States Army.