

## OPENING STATEMENT

Hon. John H. Gibson II

Nominee for Deputy Chief Management Officer, Department of Defense

Senator Inhofe, Ranking Member Reed, other members of this committee, it is indeed an honor and a privilege to be the President's nominee to be Deputy Chief Management Officer of the Department of Defense.

With me is my oldest son who has traveled across country in support of his father. I am flattered and proud to have him with me here today.

My father received his initial flying training at Kelly Randolph Field in 1933, flew 25 missions over Europe in B17s, and another 13 in B24's, and also served during the Korean Conflict. His life long and ever-present sense of duty to our country instilled in me a strong sense of appreciation for the role our military plays in our nation's peace and prosperity. It was this ingrained sense of duty which drove my passion to serve and seek a role in the Department a decade ago which then allowed me the tremendous honor and privilege to work with our men and women in uniform, as well as civilians who have chosen to serve and defend our nation.

Having been afforded this incredibly special experience, when I was asked to return to the Defense Department and potentially serve again, I considered it a responsibility.

I have experienced in the private sector over many years and in many situations, when an investor or banker provides your business capital, there is an implied element of trust that leadership will work to be the best stewards of this investment on a daily basis. I strongly believe the Defense leadership is responsible for the capital provided by the American people and has the highest level of fiduciary responsibility to perform in the most efficient and effective manner on a daily basis, and leadership must continuously demonstrate its responsibility in the “shared risk” environment.

The Office of the Deputy Chief Management Officer has the opportunity to play a positive role in addressing many of the business challenges of the Department. The success of any ongoing reform agenda must be a priority each and every day. It is clear this committee and Congress are very focused on this issue. The most recent legislation relating to the CMO, CIO and the structure of other operational areas is another step that conveys the message that the reform agenda is a

priority. Assessing shared or common services, and headquarters/overhead expenses across OSD, the services, agencies and other components are a standard first step. Aggressively doing fieldwork to uncover inefficiencies at the operations level is a useful tool to address immediate and effective opportunities most relevant to the operations of the Department and establishing a culture of empowerment at all levels. If confirmed, my goal will be to integrate, leverage, and facilitate the resources in the Department, the Services, the components, and external assets. This committee and the Congress will be fundamental to a successful execution of this strategy.

At my first confirmation hearing, I made the statement “Accountability, transparency and communication are all fundamental philosophies of mine” and it is worth restating it again today. If confirmed, I believe working with you Mr. Chairman, Ranking Member Reed and the rest of this committee will be essential to making improvements in the business operations of the Department. A successful relationship with one’s oversight committee is based on regular, open and honest communication and dialogue. If confirmed, I look forward to this committee’s insights, feedback and support to make the Department of Defense business operations more efficient and effective – I look to each of you to be our partners in this very important enterprise.

I am humbled by the confidence the President and Secretary have demonstrated in my capabilities by nominating me for this position. If confirmed, I will be fully committed to the responsibilities the President, the Secretary, this committee and the American people have entrusted to me for this very important position.

I appreciate your consideration of my nomination and I look forward to your questions.