

Oct 23, 2019

Chairman Inhofe, Ranking Member Reed and members of the committee, it is an honor to be before you today as the President's nominee to be the Chief Management Officer of the Department of Defense. I am deeply appreciative to President Trump and Secretary Esper for the nomination to serve this country.

I'd like to thank my husband, Brandt, for being with me here today, and to also celebrate the memory of my mother – who passed this month – as well as my father, who served our Nation in the Navy during World War II. He took great pride in fighting for his country, and it is in his honor that I offer my service to support our nation's servicemen and women.

As an engineer, senior executive and author, I have focused my career on business transformation and reform in the private sector, driving increased operational efficiency in a variety of sectors, from non-profit associations to the household names of the Fortune 100. We know that in order to succeed, companies must be prepared to respond to changing business conditions and global competition while meeting the needs of their customers. While the stakes are very different, responding to changing conditions with agility and an eye towards costs and our competition is also a key priority of the Department of Defense. The charge of defending our Nation's interests while serving the needs of our warfighters is a solemn responsibility, and business reform is an essential component of our future success.

The motto of the CMO is "Efficiency for Lethality." It reflects the imperative for our warfighters to be fully prepared to meet and prevail against any threat to our Nation's interests in peace, freedom, and democracy throughout the world. In support of that goal, the CMO is tasked to ensure that our resources are utilized as efficiently as possible, and that our administrative processes and shared services support our ability to accomplish that mission.

Our warfighters rely upon their leadership to prepare and equip them to defend our nation. Too often they are forced to navigate clumsy and outdated processes and bureaucracy. If I am confirmed, my goal is to institute lasting transformation that becomes an integral part of the culture at the Pentagon, making it easier for the men and women of our military to perform their mission, while ensuring the highest possible value to taxpayers.

However, management reform isn't just about saving money. Making our military stronger and more effective will certainly involve a cost-cutting component and will result in cost-savings in numerous areas. But it also includes putting in place training and system changes, eliminating redundant systems, maximizing shared delivery services, streamlining business operations, upskilling our workforce, sharing metrics, using data to inform decisions and leveraging the strength of culture to sustain that transformation for the long term.

While these goals of efficiency are similar to those in the private sector, the risks of change are much higher for the military, and the size of the Department of Defense can make the pace of change painfully slow. Nonetheless, I am encouraged by progress we have made, with nearly \$5 billion in validated savings as well as increased operational efficiencies, and I am pleased to report that the pace of progress is accelerating. This is due in no small part to the strong message of support we have received from the White House, Secretary Esper and Deputy Secretary Norquist. That being said, we also recognize that we have much more to accomplish, and if confirmed I look forward to working with this Committee, the Congress and the Administration to achieve these goals

I firmly believe that making reform a strategic priority has been critical to driving the success we have seen to date. Your continued support, guidance and oversight will help the Department

build additional momentum and remain accountable to the American people whose safety and security is our ultimate mission.

I appreciate your time this morning and look forward to answering your questions.