

Opening Statement of Richard Matthew O'Malley
To be Deputy Under Secretary of War for Acquisition and Sustainment
Before the Committee on Armed Services, United States Senate

Chairman Wicker, Ranking Member Reed, and distinguished members of the Committee: Good morning. Thank you for the opportunity to appear before you today, and for your consideration of my nomination to serve as the Deputy Under Secretary of War for Acquisition and Sustainment.

I am deeply grateful to President Trump, Vice President Vance, and Secretary Hegseth for honoring me with this nomination. I also wish to extend my profound thanks to the Honorable Michael Duffey for his leadership, trust, and support. If confirmed, it will be the privilege of a lifetime to support him in a role so critical to the Department's mandate to rebuild our military and revitalize our Defense Industrial Base.

I would not be sitting before you today without the unwavering support of my family. I want to thank my wife, Karee, our children, Ella, Shayna, Rollie, Jake, and Grant, and my parents.

I grew up working on my family's tree farm in Wisconsin. On that farm, I learned the value of hard work, resilience, and stewardship—principles that have guided my career ever since. To go from planting trees in those fields to sitting before this esteemed Committee is a testament to the exceptional promise of this country. It is a trajectory that can truly only happen in America. I am incredibly grateful to my family, whose unfailing love and shared commitment to public service have made it possible for me to continue serving this great nation.

My career has been defined by a relentless focus on the intersection of national security and technology. For over two decades, I have served as an Intelligence Officer in the United States Navy Reserve. In that capacity, I have gained firsthand knowledge of the threat confronting our service members, from Iraq and Syria to European Command.

Concurrently, as a small business owner, I founded Looking Glass Investments, a firm leveraging big data and machine learning to create complex risk models. Leading this specialized enterprise gave me a deep, practical understanding of how advanced data analytics can solve intractable problems. It also taught me the real-world hurdles that innovative vendors face when attempting to navigate complex requirements to deliver cutting-edge solutions.

In government, I have had the privilege of serving in key advisory roles. Prior to serving in my current capacity as Senior Advisor to the Under Secretary for Acquisition and Sustainment, which I began in March of this year, I served as a Special Assistant to the Secretary of War. In that role, I was honored to support the Secretary's nationwide Arsenal of Freedom tour.

We traveled from the shipyards of our coasts to the aerospace facilities and factories of our heartland. What was most gratifying for me was meeting the men and women of our defense industrial base—the true lifeblood of our national defense. In every engagement, I had the opportunity to convey Secretaries Hegseth and Duffey’s primary charge to the Department: deliver integrated capabilities to our warfighters quickly and at scale.

As Secretary Hegseth has established, we are on a war footing. We must restore the warrior ethos, rebuild our military, and reestablish deterrence. We face a highly competitive strategic environment. We are engaged in a high-stakes competition with adversaries who possess both advanced capabilities and the massive industrial base required to produce them.

Under the President’s leadership, we have the blueprint to meet this challenge. Executive Order 14265 mandates that we modernize defense acquisitions and spur innovation, recognizing that a robust factory floor is a critical enabler of battlefield success. If confirmed, I will aggressively support the ongoing transition to a dynamic Warfighting Acquisition System, ensuring we field technology at a rate that outpaces our adversaries. To achieve this, we must also prioritize the warfighter in all defense contracting, consistent with Executive Order 14372. If confirmed, I will work to ensure our supply chains are highly resilient and that capital is effectively managed.

These executive actions are essential, and their impact is greatly enhanced by the legislative partnership of this Committee. I want to thank the Chairman and Congress for your vital leadership in passing the FORGED Act. The Department is already utilizing this critical legislation to recapitalize our manufacturing base, secure our supply chains, and revitalize the defense workforce. If confirmed, I look forward to working closely with this Committee to maximize the authorities granted by the FORGED Act to continue building our industrial strength.

If confirmed, I pledge to work closely and transparently with you. I will be fully accountable to the President, the Secretary, the Congress, and the American taxpayer to resource our military arsenal with urgency and precision.

Thank you for your time, and for your consideration of my nomination. I look forward to your questions.