

Dr. Bruce D. Jette
**Nomination Hearing for Assistant Secretary of the Army for Acquisition, Logistics, and
Technology**
Opening Statement Before the Senate Armed Services Committee

Chairman McCain, Ranking Member Reed, and Members of the Committee, thank you for the opportunity to testify before you today.

I'd like to thank President Trump for nominating and Secretary Mattis for recommending me to the position of Assistant Secretary of the Army - Acquisition, Logistics, and Technology.

I would like to recognize my family, today.

My son, Steven, graduated from West Point in 2001 as a Military Intelligence officer and is, once again, a 2LT while in medical school to become an Army doctor. His beautiful wife, Myoungjin Oh is currently visiting family in South Korea.

My daughter, Cristine, graduated from West Point in 2004 as a Signal Officer and was medically discharged due to an injury, but continues to serve as a government employee in the position of Chief of Fielding for the 101st ABN Division. Her husband of 2 months, today, Teddy Randolph, remains at Fort Campbell for duty requirements.

My son, Brian, is a corporal promotable in the 2nd of the 19th Special Forces Group, West Virginia National Guard, as a satellite communications operator. I hope to have a "need to know" what he does in his civilian work, should I be confirmed. His bride, Ashley, also of 2 months, has joined him.

Through West Point, 28 years of service, 18 moves, two overseas tours, delivery of our children in other languages, MIT, much of 2 ½ years in Afghanistan or Iraq, and starting an entrepreneurial business, my bride of 40 years, Cathy, has been my best friend, life partner, and the love of my life. She has served this country as much and well as any of us.

I graduated from the United States Military Academy in 1976 into an Army entrenched in a cold war. The Soviet threat resulted in the Big 5, developed through an acquisition process derived from systems engineering and based on assumptions formulated in the 1960s. Focus, time, money, and a less innovative adversary produced overmatch helping to win the cold war.

Following 9/11, the Army found itself fighting innovative and creative terrorists who effectively employed improvised devices and commercial technologies. The formal acquisition process, still in place today and taking an average of 12 years to field a system, could not respond.

In May 2002, I was "afforded" the opportunity to take robots into combat by forming a small team that integrated DARPA robots with Government and Commercial Off the Shelf items. In only 28 days, we took them into caves in Afghanistan rather than sending soldiers with grappling hooks and grenades. Robots are now broadly used in combat operations. Perhaps more importantly, this instigated the Army and DoD's rapid acquisition model.

Russia, China, Iran, North Korea, and terrorist networks, have studied our successes and incorporated them, including rapid development and acquisition, into their own systems eroding our overmatch to near-peer status while major force system continued to depend on the much slower formal process.

The Army must, first, ensure readiness in the face of continuing and escalating threats through refurbishment and upgrades while continuing to address emerging threats real-time.

This approach must be balanced with the need for modernization, not just incremental improvement but with an eye toward regaining a clear overmatch. To do this, I believe the Army needs a new acquisition system not just rapid but inherently fast, responsive to current and emerging needs, and visionary in meeting long-term threats leaping ahead of the capabilities of major adversaries. Army Senior Leadership has posed forming cross-discipline teams to bring together technology development, requirements generation, and acquisition. Weaving these together, interactively, with innovative contracting, robust cost assessment, and testing is key. Commercial technologies must be leveraged to the maximum extent possible and the tech base focused on military unique developments or integration. Prototyping, along with spiral and incremental development, can transform failures into cost effective learning experiences.

The Army is replete with dedicated talented people. They need senior leadership guidance, encouragement, and reassurance to be innovative, understand and accept responsibility, and reduce a risk averse culture.

I served with two of my children in Iraq and, only because of the injury, not all three. Every soldier could be my child. This makes my motivation for necessary yet difficult change a passion. If confirmed, I will work tirelessly to truly make a more effective acquisition system that meets current, emerging, and long-term operational needs; helps us leap back into an overmatch position; and do so in a timely manner. Thank you, again, for the opportunity to testify and I look forward to your questions.