

Statement of Ellen M. Lord  
Nominee to be Under Secretary of Defense  
For Acquisition, Technology and Logistics

Thank you, Senator Inhofe, Ranking Member Reed, and members of the committee for your consideration of my nomination to be Under Secretary of Defense for Acquisition, Technology and Logistics. I am humbled to be before you today.

I wish to thank President Trump and Secretary Mattis for their confidence in me and their support for my nomination. I wish to express my gratitude to my family for their encouragement and support. Today, my husband Geoff is here with me as well as cousin Ted and close family friend Maggie.

It is an honor and privilege to be considered for this critical position. If confirmed, I look forward to working with the rest of the Department of Defense team to support Secretary Mattis in implementing the President's plan to rebuild our military and ensure the safety and security of the American people.

If confirmed, I will drive innovation to regain our nation's technological edge while focusing on affordability and accountability. I will work to streamline the acquisition and sustainment processes while reinvigorating research and engineering innovation, utilizing the authorities provided in the '16 and '17 National Defense Authorization Act, as well as those proposed in the '18 NDAA. The efforts will be transparent and communicated early and often. Reform will not happen in just six or twelve months, but a path can be set and progress made. My over thirty years at Textron, one third spent in the automotive industry and two thirds in the aerospace and defense sector, have provided me with experience developing high tech products,

transitioning new technology to production, working through production issues, sustaining fielded products, providing services to the warfighter on the battlefield and shutting down development programs that did not achieve critical milestones within budget or meet prescribed timelines. I have had responsibility for multiple ACAT 1 programs and have visited our employees downrange in Afghanistan who work shoulder-to-shoulder with the warfighter.

My industry experience suggests that an 80 percent solution, rapidly delivered, is typically far more useful than an elegant solution delivered late. If confirmed, I will leverage my industry experience to change how we attract, develop, retain and utilize our acquisition, sustainment, research and engineering workforce so that our government can partner with our defense industrial base to be more efficient and effective. I have had to re-align organizations within Textron which no longer met current objectives. If confirmed, I look forward to translating these skills to AT&L to better support the Warfighter, the Services and our Nation.

Thank you and I look forward to your questions.