

**Statement of Jeffrey D. Zients**  
**Nominee to Serve As**  
**Deputy Director for Management of the Office of Management and Budget**  
  
**Before the Committee on Homeland Security and Governmental Affairs**  
**United States Senate**  
**June 10, 2009**

Mr. Chairman, Ranking Member Collins, Members of the Committee:

I am honored and humbled by the opportunity to come before you as President Obama's nominee for Deputy Director for Management of the Office of Management and Budget.

Thank you, Senator Bennet, for your kind introduction. Since your time as editorial page editor on the high school newspaper, I have admired your intelligence and accomplishments across a wide range of disciplines. I am very appreciative of your service to our country and kind words about me.

I am very grateful to have my family with me this morning, supporting me today as they have through every step of my life. I would like to introduce my wife of 17 years, Mary, and my four children, Sasha, Matthew, Joshua and Jonny, and my parents, Alan and Debbie. Throughout the years, I have felt extremely privileged to draw upon the strength of my family, and I thank them for their continued support during this process.

As a native Washingtonian, I have watched many individuals serve in government across the years and always hoped, at some point, to be able to give back and serve as well. I want to thank the President and OMB Director Peter Orszag for their confidence in me as I hope to help them achieve one of the Administration's top priorities - improving government performance.

As you are aware, the Deputy Director for Management position was established in the Chief Financial Officers Act of 1990. The position has responsibility for four areas of policy set forth in statute -- procurement, financial management, information policy, and electronic government and information technology. Building on this foundation, the Deputy Director for Management works to improve performance across government.

The creation of the Chief Performance Officer position strengthens the traditional role of the OMB Deputy Director for Management. I believe it is consistent with the President's commitment to achieve better outcomes and results for the American people. As the President stated, "we need to restore the American people's confidence in their government - that it is on their side, spending their money wisely, to meet their families' needs."

If confirmed, I plan to focus on the five areas the President has emphasized: creating an outcome-oriented measurement system, helping to transform the Federal workforce, improving acquisition practices including having the right mix of public and private labor, ensuring Recovery Act dollars are spent quickly and wisely, and achieving unprecedented transparency and accountability throughout government operations.

I believe my background helps prepare me for these challenges. For the last 20 years, I have worked in the private sector as a CEO, management consultant, and investor. For 15 of those years, I helped lead The Advisory Board Company and the Corporate Executive Board Company -- two firms that work closely with companies to improve operations, measure performance, and increase efficiency. They are leading providers of benchmarking and best practices to senior executives of more than 5,000 organizations, including over 400 of the Fortune 500 companies.

I recognize and appreciate that government is different from the private sector. There is much to be learned from the people who have dedicated their lives to public service. There are many programs that are efficient and effective. If confirmed, I would seek to apply and instill government best practices more broadly while, at the same time, drawing on approaches and models that have proved successful in the private sector.

As a CEO and advisor to CEOs, I found that leadership, measurement, and a motivated workforce create the foundation for good performance. Leadership starts with putting together the right team and articulating the right goals for the organization. Measurement means translating those goals into operating plans with clear metrics and frequent checkpoints. A motivated workforce requires creating a culture to attract, develop, and retain the best talent. Together, they lead to strong performance, accountability, and, ultimately, to improved results.

Along with Director Orszag and Deputy Director Nabors, and in collaboration with Members of this Committee and others in Congress and across government, I will strive to attain these goals. I have enjoyed my early interactions with you and your staff, and I look forward to working closely with each of you and across all of government to improve effectiveness, efficiency, and transparency and accountability.

Mr. Chairman and Members of the Committee, I would be pleased to answer any questions you may have.