

**Statement of Joseph G. Jordan
Nominee to Serve as
Administrator for Federal Procurement Policy
Before the Committee on Homeland Security and Governmental Affairs
United States Senate
May 9, 2012**

Mr. Chairman, Ranking Member Collins, and Members of the Committee, I am honored to appear before you today as President Obama's nominee to serve as the Administrator for Federal Procurement Policy at the Office of Management and Budget (OMB).

I am very grateful to have several members of my family with me this morning, supporting me today as they have throughout my life. With your indulgence, I would like to introduce a few of them briefly. I am incredibly blessed to have such a wonderful family and supportive group of friends and former colleagues.

I feel deeply privileged that the President nominated me to lead the Office of Federal Procurement Policy (OFP), which plays a critical role in helping to make our Government more efficient, effective, and affordable. With more than \$500 billion going to Federal contracts every year – about one out of every six dollars spent by the Government – it is imperative that our acquisitions produce the best possible results and value for the American people.

As a taxpayer, I am pleased by the attention this Administration, this Committee, and members of Congress are giving to improving the acquisition system. I appreciate the work of this Committee to drive increased transparency, accountability, and savings in the acquisition process, and to develop and empower the contracting workforce. I am equally heartened by the progress agencies have made over the past three years to get control of the unsustainable contract spending that plagued our system for decades. We must ensure that the dedicated men and women of our acquisition workforce have the policies and tools they need to build upon and sustain this progress while consistently achieving best value from our contract actions.

If confirmed as Administrator, I intend to work with Congress and the agencies to immediately address the following three priorities:

1. Buying smarter. Our top priority must be delivering the best value for the American taxpayers. This is always the Government's responsibility, but it takes on even greater importance in a constrained budget environment. Agencies' ability to meet their missions requires that they take full advantage of proven and innovative strategies for cutting costs and getting better results. We must leverage the government's buying power, increase competition, reduce high risk contracts and continue to deliver higher quality goods and services to agency personnel. I am encouraged by several initiatives the Government is undertaking in the area of strategic sourcing – both at the Government-wide and agency-wide levels – to secure better prices and reduce the proliferation of duplicative contracts for common needs, such as office supplies and

overnight delivery services. We must accelerate the application of lessons learned from these experiences and augment them with private sector best practices so that agencies may increase savings for many of their other goods and services.

2. Building the right supplier relationships. We must make it a top priority to do business with those contractors who are committed to delivering the best value to the taxpayer. To this end, we must redouble our effort to document and share past performance information to fully realize the intended benefit of motivating and rewarding good performance is fully realized. We must also continue our push to maximize contracting with small and disadvantaged businesses. Given my work over the last three years at the Small Business Administration (SBA), I have a real passion for ensuring that the Government improves our utilization of small businesses and allows agencies and taxpayers to benefit from the “Win-Win” that occurs when they contract with small businesses.

Just as it is important to continue to work with high performing businesses, it is also important to make sure taxpayer dollars are not put at risk in the hands of contractors who are not responsible sources. If confirmed, I will rely upon the three-pronged approach we utilized at SBA to prevent fraud, waste, or abuse: focusing on upfront eligibility, ongoing surveillance and monitoring, and giving appropriate consideration to suspension and debarment to fight the waste and abuse of bad actors and maintain the public’s trust in our system.

3. Strengthening the acquisition workforce. The acquisition workforce is the backbone of our acquisition system. Their skills and good judgment are inextricably tied to our Government’s ability to buy needed goods and services and deliver effective results. If confirmed, I will work closely with agency Chief Acquisition Officers and Senior Procurement Executives and our Federal training institutions to identify training needs and facilitate cost-effective pooling of resources to meet the needs of all agency personnel who play a role in the acquisition process. This includes not just our essential contract specialists, but also contracting officer’s representatives, who are responsible for contract management, and program and project managers, who are instrumental in acquisition planning and the development of contract requirements. I will also continue OFPP’s proud tradition of convening the “Front-Line Forum,” where contracting officers from around Government meet with the Administrator to share their real-time on-the-ground perspective on whether our policies and practices are achieving an effective balance between empowerment and accountability for results.

All of our efforts must be guided by an understanding that meaningful collaboration is the key to success. Strong communication among stakeholders within agencies increases the likelihood that the respective skills of contracting, program, and other responsible offices will be applied in a manner that strengthens each phase of the acquisition lifecycle. Improved interactions between Federal agencies and industry allow the Government to better understand the marketplace and contractors to perform the due diligence necessary to offer the best solutions to support agency missions.

Finally, we must remain mindful of the relationship between Federal employees and contractors. Federal employees are the lifeblood of our Government and contractors

bring important experience and innovation to support our employees in meeting their missions. We must maintain the right balance between the sectors that best protects the public's interest and serves the American people in a cost-effective manner.

Thank you again for allowing me to appear before you today. If I am confirmed, I look forward to joining with the talented leadership of OMB and the dedicated staff of OFPP in partnering with this Committee and other members of Congress to fulfill our shared commitment to an acquisition system that delivers the cost-effective, timely and quality service our citizens need and deserve.

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