

Opening Statement of Russell C. Deyo
Nominee for Under Secretary for Management, U.S. Department of Homeland Security
Before the U.S. Senate Committee on Homeland Security and Governmental Affairs

September 17, 2014

Thank you Chairman Carper, Dr. Coburn and Members of the Committee. It is an honor to appear before you as you consider my nomination for Under Secretary for Management at the U.S. Department of Homeland Security.

I am pleased that members of my family could be here today. Stephanie is my wife of 43 years—we've been in love since high school. My two remarkable children, Jacqueline, a working mom, and Bentz, a published author and dad, and Jackie's husband Xavier Seys are also here. A Frenchman by birth, Xavier is now a U.S. citizen and a proud proponent of our unique freedoms. Two of my grandchildren, Mathis and Oscar, were awfully excited about the train ride to get here. They are rambunctious but delightful, as is their baby cousin, Hailey Jane, who is home in New Jersey with her mom Jen.

As to my background, I retired from Johnson & Johnson in 2012 after 27 great years, the last 15 years serving on the Executive Committee, the principal management group responsible for the Company's global operations. I love retirement—the time with the grandkids, traveling with Stephanie, serving on non-profit boards, and occasionally lecturing at law and business schools. But a few months ago I received a call out of the blue from Secretary Johnson asking if I would consider serving as Under Secretary for Management. After meeting with a number of knowledgeable individuals such as former Secretary Chertoff, and discussions with my family, I decided to proceed. If confirmed, I would be honored to serve and would do my best to bring value to DHS.

The DHS mission is both critical and motivational. "A homeland that is safe, secure and resilient against terrorism and other hazards where American interests, aspirations, and way of life can thrive." This should be personal for all of us and it requires constant vigilance, a willingness to change, and the ability to react to new circumstances. If confirmed, I would be honored to join the hardworking men and women of DHS and will endeavor to bring my experience and skills to the Department to support this critical mission.

I have enormous respect for Secretary Johnson based upon our past work together and his demonstrated leadership. It means a lot to me that both he and former Secretary Chertoff, whom I also greatly respect, believe I would bring value to this position.

I believe my experience in private industry should bring a fresh perspective to this management role. As you know, DHS consists of several operational components. The Under Secretary for Management leads a group of six administrative functions that provide support to these components. Importantly, this management group is an engine

that can drive better outcomes and greater efficiency through collaboration with and between the components, and standardization of policies, practices, and reporting.

J&J is similarly based on the principle of decentralized management, with a broad array of independently managed companies in the pharmaceutical, medical device and consumer businesses. In my roles on the Executive Committee, first as Vice President of Administration and then as General Counsel, I was responsible for an array of functions that served the operating companies. These included human resources, compliance, quality, corporate procurement, real estate, environmental health & safety, and security. I understand the challenges and benefits of decentralized structures.

Two examples of projects upon which I have worked are:

1. After the terrorist attacks of 9/11, I led the effort to improve the safety and security of J&J employees, products and facilities across the globe and to strengthen preparedness for future threats.
2. I led a strategic planning process for the Company's global operations and provided guidance on the resulting implementation of the consolidation of manufacturing facilities. This process resulted in improved quality and substantial savings.

In a tough competitive environment, companies like J&J need to be proactive—anticipating problems and opportunities and planning for contingencies. If confirmed, I would try to reinforce this proactivity at DHS.

In sum, I believe my experience at J&J will serve me well in meeting the challenges DHS faces to collaborate, align priorities, and deliver on its mission.

Before I worked at J&J, I was an Assistant US Attorney in New Jersey, including a period as chief of the public corruption unit. I believe this experience will help me work effectively with the enforcement professionals that are part of DHS.

I was always proud to represent the United States as a federal prosecutor. I would be honored, if confirmed, to conclude my career by again representing the United States, working with the dedicated professionals at DHS. Strong work has been done by those who served in the role of the Under Secretary for Management in the past. If confirmed, I will do my best to build on the foundation they have built and further strengthen the Department.

Thank you for your consideration.