

Statement of

**Michael J. Bayer
Chairman, Defense Business Board**

before the

House Oversight and Government Reform Committee

On

“\$125 Billion in Savings Ignored: Review of DoD’s Efficiency Study”

March 21, 2017

Good morning Chairman Chaffetz, Ranking Member Cummings, and members of the committee.

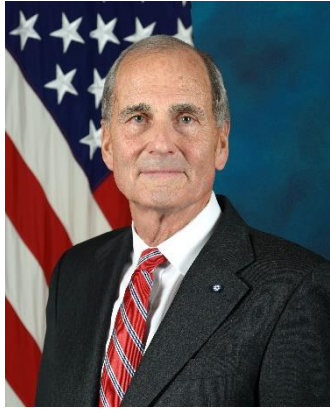
I appear before you today as the fifth chairman of the Defense Business Board.

As are all the members of the Defense Business Board, I am a private citizen; not a paid government employee. We volunteer our time to serve the Department of Defense by offering our collective advice on how to manage the Department more efficiently, in order to enable the Secretary and Deputy Secretary to maximize the allocation of resources to the warfighter. The men and women of the Business Board, and its sister boards, Policy and Science, who donate their time and energy to helping the department, consider it a tremendous honor and responsibility.

As I have communicated to you and your staff, I have no direct knowledge about the study at hand. My first meeting after returning as chairman was in July 2015, more than six months after this study was completed and presented publicly, in January of 2015. As this study was under the direction of the previous chairman, and long before I became the chair, I have no particular insight or access into the actions and decisions made about how this study was conducted and delivered.

I can say that in the almost two years since I became chairman, the Board has completed eight studies. Our most recent effort – Focusing a Transition - was a product of every member of the Board and was very well received by the Department's leadership and the policy community. There is more work to be done in the months and years ahead as we strive to support each of Secretary Mattis' priorities – particularly bringing business reforms to the Department of Defense.

I will close with saying that this hearing appears, from its title, to be focused on what the Department did or did not do with a study. Speaking for the Department is an “inherently governmental” function. As a private citizen, I am strictly prohibited from assuming that role, which makes appearing before you to discuss a study that I was not part of, particularly challenging. My duties as chairman include speaking for the Defense Business Board TO the Department of Defense. It does not include speaking FOR the Department of Defense; ever. This concludes my opening statement.



**The Honorable Michael Joseph Bayer, Chairman
President and CEO, Dumbarton Strategies**

Michael J. Bayer is the President and CEO of Dumbarton Strategies, Washington, D.C. Combining deep geographic experience, intimate sector knowledge and clear insights, Dumbarton provides the senior levels of large corporate entities creative, discrete strategic value accretive solutions.

Mr. Bayer also serves as Director of Siga Technologies Inc., Print Energy, API Inc., and DOSS Aviation Inc. His previous Board service includes among others, EG&G, Inc., Duratek, Inc., Athena, Inc., Stratos Global, Dyncorp International Inc., and Vangent Holding Corp.

Mr. Bayer was appointed Chairman of the Defense Business Board in April 2015. The Defense Business Board provides the Secretary of Defense and other senior leaders with independent advice, reflecting an outside private sector perspective, on proven and effective best business practices for application to the Department. He previously served as Chairman from 2007-2011.

In addition, Mr. Bayer serves as a Member of the Defense Science Board, the Chief of Naval Operations Executive Panel, and chairs the Business Executives for National Security Advisory Board.

Mr. Bayer's previous U.S. Government service included appointments as a Member of the Sandia National Laboratory's National Security Advisory Panel, a Member of the Sandia Nuclear Weapons External Advisory Board, a Member of the Board of Visitors of the United States Military Academy, Chairman of the U.S. Army Science Board, a Member of the U.S. Naval War College Board of Visitors, Chairman of the Secretary of the Air Force's Advisory Group, and a Member of the U.S. European Command, Senior Advisory Group.

Mr. Bayer's education includes a Bachelor of Science in International Economics, a Master of Business Administration and a Juris Doctor. He is a resident of Georgetown, D.C., U.S.A.