

**Statement of Brian Bulatao**  
**Nominee to be Under Secretary of State for Management**  
**Senate Committee on Foreign Relations**  
**July 18, 2018**

Good morning, Chairman Corker, Ranking Member Menendez, and distinguished members of the Committee. Thank you for the privilege to speak with you today.

With me this morning are my fiancé April and my daughter Tristan and my son Connor. I'm grateful for all of their love and support throughout my years of service.

I would be remiss if I didn't also mention the support of my mother Brenda and my father Agapito. My Dad was an immigrant from the Philippines and my Mother's parents immigrated from Greece and from Poland. They came to this country in search of the American dream. I am forever thankful for my parents unwavering encouragement to me to pursue all the opportunity this country affords.

I'd also like to thank President Trump and Secretary Pompeo for their confidence in me and for nominating me to serve in this capacity. This is a high calling and an honor. If confirmed, I will spare no effort to faithfully execute the mission that is entrusted to me, alongside our State Department team.

I can point back to my upbringing in a small rural town in north central Pennsylvania and my years at West Point as sparking my enthusiasm for public service. It was during my freshman year at West Point that I first met a hard-charging yet affable fellow cadet named Mike Pompeo. I can tell you first-hand, Secretary Pompeo's sharp intellect and heart for service was as evident then as it is today.

After West Point, I was proud to serve as an active-duty Infantry officer for seven years, with deployments during Operation Just Cause in Panama, and Operations Desert Storm and Desert Shield in Iraq. I can tell you with certainty any warrior who has looked into the glazed eyes of a soldier dying on the battlefield understands and internalizes the value of diplomacy.

After serving as an airborne Ranger, I enrolled in Harvard Business School. It was there that I became passionate about creating value and driving transformational change within large organizations. That newfound passion and my business school knowledge was put to use after Harvard during my time at the consulting firm McKinsey and Company.

An even greater application of these operating principles came when Secretary Pompeo, a few other trusted West Point friends, and I founded Thayer Aerospace in Wichita, Kansas. Thayer was a machine shop with CNC mills & lathes. We made structural components of aircraft for manufacturers such as Boeing, Cessna, Gulfstream, Lockheed-Martin, Raytheon, and others. Eventually we grew it from scratch to one of the largest machine shops in the Mid-west.

My experience at Thayer taught me how to build a high-performing organization from the ground up through a constant assessment of our operations, tools, personnel, and culture. After

Thayer, I spent a number of years applying lessons learned there in executive-level positions at several private sector companies and non-profit boards.

When Secretary Pompeo asked me to join him at the CIA, I was energized by the idea of applying my experiences in public service. As the Chief Operating Officer at Langley, it was my job to figure out how we could utilize every single one of our competitive advantages over our adversaries.

At that time, CIA was emerging from a reorganization of its own and we believed there was ample opportunity to improve how one of America's crown jewel agencies functioned. We focused on empowering the workforce and driving excellence across every process, even the most bureaucratic. We developed innovative technologies to better support our officers in the field and to modernize and strengthen our cyber security across the organization.

We developed a new framework for strategy to ensure the Agency was driving toward a shared aspiration and mission priorities for today and tomorrow. This included aligning our resources to the highest strategic priorities; and building a deep bench of enterprise leaders through training, career development, and deliberate succession plans.

One of the areas where we saw incredible results was with our recruitment of new and diverse talent. Through collaborative teamwork, we rethought how we generate new applications, reframed our recruitment messaging, utilized data science to drive yield, and modernized our onboarding and security clearance process.

The culture of empowerment created greater organizational agility and a workforce that was unleashed to take on problem sets in new ways. I certainly didn't come up with every idea, instead I empowered our team to consider how we could do it better, fail faster, and take smarter risks. Across the board, we embraced a spirit of innovation in order to boost the speed and precision of a large organization operating in a dangerous and competitive environment.

If confirmed as the Under Secretary for Management, this is the same approach I intend to bring to the U.S. Department of State. The Department's hard-working, patriotic, and dedicated teams deserve to have an organization that optimally utilizes their talents. And the American people must have confidence that the State Department makes the best use of their resources and provides the best practical support for our diplomatic initiatives that rely on the strength of our alliances, partnerships, and engagement.

If confirmed, I appreciate the broad management responsibility I will have for the Department's more than 76,000 personnel – Civil Service, Foreign Service, and Locally Employed Staff – and my direct supervision over 12 bureaus and offices. These women and men serve our country in some of the most challenging places around the world, and risk their lives daily, whether serving in war zones, amidst criminal violence and disease outbreaks, and with the threat of terrorist attack. They work long hours, often separated from their families, to advance our nation's foreign policy and support the work of diplomacy.

There is no question that the safety and security of our personnel and their families must be the highest priority. I know Secretary Pompeo cares deeply about and works hard to protect his people.

I will ensure that the Bureau of Diplomatic Security has the resources, tools, and technology and is fully integrated into Department decision-making, to most effectively perform this critical task.

I will work hard to ensure our people have secure new buildings where required, that are completed on time, on budget, and incorporate cutting-edge IT infrastructure to support the critical missions they execute globally.

If confirmed, I will seek more creative ways to staff the Department to meet today's mission and be well positioned to meet the challenges of the future. This will include hiring the full range of expertise, from our diplomats and subject-matter experts, to our specialists in the field like medical services and facilities management, to our security personnel. Hiring the best of the best with diverse backgrounds and experiences is critical to our global mission and will be a top priority for me.

I am committed to advocating for a budget that fully funds the Department's requirements and putting in place the appropriate oversight and metrics to ensure the Department meets its obligation to use taxpayer dollars wisely and effectively. I will support Secretary Pompeo in requesting funding that serves the national interest and will implement the appropriations law as passed by Congress.

Finally, if confirmed, I will help bring Department operations into the 21st century by modernizing its systems and programs. With so many challenges facing the United States around the world, our diplomacy demands every logistical, technological, and informational advantage we can muster. We must be aggressive in protecting our security, generating prosperity, and advancing our values. Having a State Department team that is empowered and equipped with the right tools to achieve the mission is an integral part of making that happen.

If confirmed, it will be my goal to do all this and more on behalf of the American people.

Thank you for your time, and I look forward to your questions.