

United States Senate Homeland Security and Governmental Affairs Committee
Hearing on the Nomination of Margaret M. Weichert to be Deputy Director for Management, Office of Management and Budget

December 14, 2017

Statement of Margaret M. Weichert

Thank you Mr. Chairman. I would like to thank you, the Ranking Member and all the Members of this committee for your gracious welcome. It is an honor to appear before this Committee as the Nominee for Deputy Director of Management, Office of Management and Budget.

I would also like to thank my family for joining me today. My two boys, James and Andrew, are here getting a real-life civics lesson. And my parents, Ed and Mary Alice Morgan, have come from wintry upstate New York to support me. Today is my mother's birthday so it's even more special. I appreciate their support and encouragement, in spite of long-hours and much time away from home. My motivation to leave our home in Georgia and the private sector for a role in Washington is rooted in a long family tradition of public service. I am following in the footsteps of family members who have served the country through military service, elected office, in state government and work for the Post Office.

I would also like to thank the Members of this Committee and their staffs for meeting with me and sharing perspectives on key management issues facing our country. If confirmed, I look forward to working with you to identify and implement innovative management solutions. Finally I would like to thank the President and the OMB Director for inviting me to serve. I feel humbled and honored as I embark on my first experience in public service.

The Deputy Director for Management is an important role charged with leading a broad range of disciplines that provide the management foundation for the core missions of government. In and of themselves, functions like IT, Information Security, Human Capital Management, Finance, Accounting, Performance Management and Procurement may not be inherently exciting, but these functions provide necessary and essential capabilities needed to support the work of government agencies. The Management function at OMB is challenged to use a fact-based approach to balance financial stewardship and efficiency with effectiveness and transparency. Government agency missions vary

widely, but all rely on management capabilities. Whether rescuing families and their dogs, cats and livestock from fires in California or floodwaters in Texas, helping small businesses compete for government contracts, allowing farmers to efficiently get loans or crop insurance, or supporting the healthcare needs of veterans, the “business of government” in every case relies on mission critical management services.

20+ years of experience in the private sector should position me well to drive transformational change and better align federal government management capabilities to the realities of the 21st century. Building on an academic background in Economics, Management and Finance, I have spent the last 20+ years driving customer and shareholder value in publically traded companies and as an entrepreneur. I have direct experience with P&L management, budgeting, capital allocation, new product development, innovation, risk and compliance, financial reporting and analytics and business development. I have done these activities as an employee of 2 large publically-traded companies (Bank of America and First Data), and as a consultant to large publically traded companies in the financial services, financial technology and retail industries.

In these private sector roles I have been privileged to use a wide range of leading practices, including Six Sigma, Design for Six Sigma, Agile development, business process automation and user-centered design to create and implement complex, transformational change agendas with strong positive financial and customer experience impacts. In all my private sector roles I have sought to bring a spirit of innovation and a passion for doing the right thing to drive breakthrough thinking and results. I have led large teams of diverse talent to achieve results that even they did not believe were possible. And I’ve been as excited about innovating in support areas like payments, accounts payable and commercial cash management as I have been about innovations in mobile banking or online payments. Many of these innovations, even in non-customer facing areas, were innovative enough to result in 14 successful US patents.

My hope, if confirmed, is to bring this spirit of innovation, combined with private sector practices, to drive greater efficiency, effectiveness and transparency in federal management functions. Moreover, I’d like to build on existing management successes to create and implement a transformational vision for 21st century management. Through the President’s Management Agenda, and the President’s Management Council, if confirmed, I would focus on three transformation areas:

1. IT Modernization

2. Data, Accountability and Transparency
3. People & the Workforce for the 21st century

In conclusion, I'd like to thank you for your input and consideration. If confirmed as Deputy Director for Management, I look forward to working with you to improve the efficiency, effectiveness and transparency of the federal government through improvements in management competencies. Thank you again. I look forward to answering your questions.