

## **OPENING REMARKS:**

Chairperson White -- Chairperson Stevens -- Members of the Committees --

Thank you for this opportunity to discuss my candidacy for the Adjutant and Inspector General of the Vermont National Guard.

I am Dave Baczewski.

I view this process as critically important -- **to not only the men and women of the Vermont National Guard -- but to all Vermonters.** We have a **critical role to the State of Vermont** with our **Readiness for Emergencies and Disasters.**

**And** we have **Missions of Serious Nature beyond the borders of Vermont** that take us around the world.

**For Both,** we must be properly **TRAINED AND READY** -- to respond at a moment's notice. I fully **accept and I am prepared to lead** this effort.

In addition, **the position of Adjutant General** is to provide **LEADERSHIP** -- not only in mission readiness -- but **TO COMMAND A CULTURE AND ETHIC THAT MEETS AND EXCEEDS ALL EXPECTATIONS OF A CHANGING SOCIETY.**

My self-driven moral code will always be regulated by the principle of **"doing what is right" with regards to ethics and fairness.** I practice this with my family; my wife and my two daughters -- and **I bring these principles into my professional career.**

This involves being honest and straightforward in dealing with others -- **"no hidden agendas."**

I believe the Guard must **Regain and then Maintain Public Trust.** I accept this obligation and **I will remain accountable. PUBLIC TRUST IS THE MORAL FOOTING OF ALL WE DO!**

My leadership style focuses on **PEOPLE.** I seek collaboration from outside Stakeholders to assist the Vermont National Guard -- help us focus on improving our culture -- help us to be more inclusive, fair, and open. I seek guidance from organizations like the **Vermont Commission on Women.** We need their valuable insights.

My leadership style is that **ALL INDIVIDUALS** are treated **Fairly and Equally.** I demand accountability and have an **open-door policy** -- if a problem exists -- come to me directly -- I will listen and **when action is required, I will always act.**

I have a true focus on being part of the greater Vermont community. Most - if not all Representatives and Senators - have guard members in their district -- **we need to work as a team (TAG, legislature, governor, communities) to find solutions to the challenges we**

**face. Solutions to problems that include recruiting, retention and cultural change. I need your help -- and I strongly endorse transparency in all we do.**

Thank you again for this important discussion. I appreciate all that you do for Vermonters.

**CLOSING REMARKS:**

Thank you for your time today -- I hope you have a better understanding of whom I am and my qualifications to be the next Adjutant General of Vermont.

**I offer one final remark:**

**If we truly want to change** the culture of the Vermont National Guard -- we need strong Leadership.

I believe that I can provide this type of reliable and capable leadership.

I also believe that we need **strong leadership from our Governor and strong leadership from our Legislature. Together, and only together**, we can make a difference.

Together we can inspire others to have confidence **in themselves and in us - Confidence that will provide the Impetus for progress.**

Not a single person or body of people can accomplish this on their own. Leaders can only deliver results through other people, **so if anything is going to change, we need to focus on the people - as a collective body - with the sincere motivation and drive to make those changes.**

**My pledge to you is that I will provide genuine, honest and straightforward leadership as Adjutant and Inspector General of the Vermont National Guard.**

**This is who I am as a person.**

**I humbly ask for your support.**