

Advance Policy Questions for Mr. Michael Nacht
Nominee for Assistant Secretary of Defense for
Global Strategic Affairs

Defense Reforms

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 and the Special Operations reforms have strengthened the warfighting readiness of our Armed Forces. They have enhanced civilian control and clearly delineated the operational chain of command and the responsibilities and authorities of the combatant commanders, and the role of the Chairman of the Joint Chiefs of Staff. They have also clarified the responsibility of the Military Departments to recruit, organize, train, equip, and maintain forces for assignment to the combatant commanders.

Do you see the need for modifications of any Goldwater-Nichols Act provisions?

Goldwater-Nichols was landmark legislation that led to dramatic improvements in operational effectiveness, unity of effort, and civilian oversight. There is now a generation of military leaders who are experienced with operating in a coordinated and joint, multi-service environment. At this time, I do not see the need to change the provisions of this legislation.

If so, what areas do you believe might be appropriate to address in these modifications?

I see none at this time.

Relationships

If confirmed, what will be your relationship with:

The Secretary of Defense

Under the direction of the Under Secretary of Defense for Policy, the Assistant Secretary of Defense for Global Strategic Affairs (ASD/GSA) advises the Secretary of Defense on global security strategy and policy on issues of DoD interest that relate to nuclear weapons, missile defense, countering Weapons of Mass Destruction (WMD), and the space and cyberspace domains.

The Deputy Secretary of Defense

The ASD/GSA provides similar support to the Deputy Secretary of Defense as described above.

The Under Secretary of Defense for Policy

The ASD/GSA provides similar support to the Under Secretary of Defense for Policy as described above.

The Under Secretary of Defense for Acquisition Technology and Logistics

At the direction of the Under Secretary for Policy, the ASD/GSA works closely with the Under Secretary of Defense for Acquisition Technology and Logistics to achieve the Secretary's objectives and ensure that policy formulation and execution are well informed and supported appropriately. The ASD/GSA also provides policy input regarding acquisition and programmatic activities of the Under Secretary of Defense for Acquisition Technology and Logistics that relate to nuclear weapons, missile defense, countering WMD, and the space and cyberspace domains.

The Assistant Secretary of Defense for International Security Affairs

The ASD(GSA) works with the Assistant Secretary of Defense for International Security Affairs to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues, such as countering the proliferation of weapons of mass destruction in the Middle East.

The Assistant Secretary of Defense for Asian and Pacific Security Affairs

The ASD(GSA) works with the Assistant Secretary of Defense for Asian and Pacific Security Affairs to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues, such as the requirement for a missile defense system in the Pacific region.

The Assistant Secretary of Defense for Homeland Defense

The ASD(GSA) works with the Assistant Secretary of Defense for Homeland Defense to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues, such as enhancing the survivability of critical cyberspace infrastructure.

The Assistant Secretary of Defense for Special Operations and Low Intensity Conflict

The ASD(GSA) works with the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict and Interdependent Capabilities to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues.

The Assistant to the Secretary for Nuclear Chemical and Biological Defense

The ASD(GSA) works with the Assistant to the Secretary for Nuclear and Biological Defense (ATSD-NCB) to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues. The ATSD-NCB is responsible for implementing the range of activities for which the ASD(GSA) develops policy guidance. Therefore, the relationship between the two offices should be very close.

The Chairman and Vice Chairman of the Joint Chiefs of Staff

As the principal military advisor to the Secretary of Defense, the President and the National Security Council, the Chairman has a unique and critical military role. At the direction of the Under Secretary or Principal Deputy Under Secretary of Defense for Policy, the ASD/GSA works with the Chairman and Vice Chairman to provide support on matters that affect strategy and policy for nuclear weapons, missile defense, countering WMD, and the space and cyberspace domains, working to ensure that military advice is taken into account in an appropriate manner.

The Service Secretaries

The ASD/GSA works with the Service Secretaries on a broad range of global strategic issues.

The Service Chiefs

The ASD/GSA works with the Service Chiefs on a broad range of global strategic issues.

The regional combatant commanders

In coordination with the Chairman of the Joint Chiefs of Staff, the ASD/GSA works closely with the regional combatant commanders to provide policy oversight of strategy, plans and operations in support of the Under Secretary of Defense for Policy, the Secretary of Defense, and the President of the United States.

The Administrator and Deputy Administrators of the National Nuclear Security Administration

The ASD(GSA) works with the Administrator and Deputy Administrators of the National Nuclear Security Administration to provide sound policy advice to the Under Secretary and the Secretary on cross-cutting global security strategy and policy issues, relating to non-proliferation of nuclear weapons, nuclear material security, U.S. nuclear stockpile matters, and related issues.

Duties

The position for which you have been nominated is being substantially restructured.

What is your understanding of the duties that you will be assigned if you are confirmed?

My understanding is that the newly restructured Assistant Secretariat for Global Strategic Affairs is primarily responsible for advising and supporting the Under Secretary of Defense for Policy and the Secretary of Defense on policy and strategy in the areas of nuclear weapons, missile defense, countering WMD and the space, and cyberspace domains.

Are there any additional or other duties that have not yet been assigned but are under discussion for assignment to the office of the Assistant Secretary for Global Security Affairs?

I am not aware of any duties that have not yet been assigned but are under discussion for assignment to the ASD/GSA.

Qualifications

What background and experience do you have that you believe qualifies you for this position?

My career has focused on technology, national security and public policy, which is the centerpiece of GSA's responsibilities. I have considerable government experience working these issues.

What additional actions do you believe you need to take, if any, to fulfill the responsibilities of this position?

If confirmed, I will work closely with the stakeholders in OSD Policy, AT&L, the Joint Staff and others to ensure sound and effective policy development.

Major Challenges and Problems

In your view, what are the major challenges that will confront the Assistant Secretary of Defense for Global Security Affairs?

The ASD/GSA will be involved in a number of major reviews relating to key DoD mission areas. These include the Nuclear Posture Review, the Missile Defense and Space Posture Reviews, as well as implementation of the interagency Cyber Policy review. In addition, the ASD/GSA will be able to play an important supporting role in new USG overtures to the Russian Federation, particularly in the non-proliferation and nuclear security areas where DoD has previously developed good working relationships.

Assuming you are confirmed, what plans do you have for addressing these challenges?

If confirmed as ASD/GSA, I believe the key priority for addressing these challenges will be prompt establishment of close relationships with key stakeholders in DoD, among interagency partners, and in Congress to develop broadly coordinated solutions.

What do you anticipate will be the most serious problems in the performance of your responsibilities?

If confirmed, I will assess the resources and other “tools” available to me to perform my responsibilities. Presently I am not able to evaluate in detail the challenges I might face in performing my duties, if confirmed.

If confirmed, what management action and timelines would you establish to address these problems?

If confirmed, I would work with my new staff and the Under Secretary for Policy to identify and prioritize problems impeding performance of my responsibilities, and to developing timelines for their rectification.

Priorities

If confirmed, what broad priorities would you establish for the office to which you have been nominated?

Undersecretary Flournoy has emphasized enhancement of her office’s voice supporting the Secretary in the Planning, Programming, Budgeting and Execution System. If confirmed, I would seek to maximize my support to this and any other issues the Undersecretary for Policy has highlighted in support of the Secretary.

Nuclear Posture Review

If confirmed what role will you play in the Nuclear Posture Review (NPR)?

If confirmed, it is my understanding that I would develop guidance for the NPR, coordinate the review with my colleagues in the Departments of State and Energy, and help frame issues and strategic decisions for the Undersecretary for Policy and the Secretary. The Secretary has highlighted the group of issues covered in the NPR as being among the most important long-term challenges we face, and key to restoring confidence in our nuclear complex. The NPR will help define how to support the President’s ultimate goal of eliminating nuclear weapons worldwide while ensuring that in the meantime the United States retains a nuclear deterrent capable of deterring any threat.

What steps will you take to ensure the Strategic Command, the military services, and the National Nuclear Security Administration participate in the NPR process?

It is my understanding that Strategic Command and the National Nuclear Security Administration are already formal members of the NPR analytical process, supporting examination of nuclear arsenal issues, force posture, and the international dynamics associated with possible changes in our strategic deterrent. Similarly, it is my understanding that the military services are involved at all levels of the NPR process. Such participation and leadership by NNSA, STRATCOM, and the military services are critical in ensuring that their perspectives, expertise, and equities are leveraged to their fullest extent as the NPR process unfolds.

Space Posture Review

If confirmed what role will you play in the Space Posture Review?

My understanding is that the Space Posture Review is a joint review to be conducted by the Secretary of Defense and the Director of National Intelligence, intended to clarify national security space policy and strategy of the United States. In this regard, if I am confirmed, I will support the Secretary and work with the Office of the Director of National Intelligence and others to ensure the review is responsive to the Congressional requirement and inclusive of all stakeholders' views.

Space programs

If confirmed what role will you play in establishing architectures for various space systems, such as communications and Overhead Persistent Infra-red (OPIR)?

The capabilities provided from space, such as satellite communications and Overhead Persistent Infra-red (OPIR), are very important to our forces, the global economy, and the defense of our nation. If confirmed, I expect to participate actively in a variety of DoD decision-making processes, including in strategy development and the Planning, Programming, Budgeting and Execution system in order to ensure architectures for our space systems are implemented in a manner to effectively achieve our national security objectives.

If confirmed what role will you play in developing a space protection strategy and improving space situational awareness?

The protection of our national security space systems is very important to our military capabilities and the defense of our nation. In this regard, if I am confirmed, I will work to ensure appropriate and effective strategies are in place to assure the missions provided by our space systems. The foundation of protection for our space capabilities is knowledge of the space environment provided by our space situational awareness systems.

Space Rules of the Road

Over the course of the last several years there has been discussion about establishing international space rules of the road to deal with, mitigate, and reduce generation of space debris.

What are your views on establishing space rules of the road?

The safe and responsible use of space and preservation of the space environment are important issues for all nations, especially for space-faring nations. Encouraging responsible behavior through establishment of international norms, such as the Space Debris Mitigation Guidelines led by the United States and endorsed by the UN General Assembly, may be an excellent model. If confirmed, I will work closely with other Departments and Agencies to explore options to address generation of space debris and to promote the development of international norms for safe and responsible behavior in space.

International Space Cooperation

Given the concern about increase in space debris generated by the collision of the Iridium satellite and a nonfunctioning Russian satellite, and the need to improve the ability to forecast potential conjunctions, in your view is there an opportunity to cooperate with Russia in the area of space debris analysis and warning?

The collision of the Iridium satellite and a nonfunctioning Russian satellite illustrates the increasing number of objects in space and the need to improve our space situational awareness capabilities. All space-faring nations, including Russia, have a shared interest in the area of space situational awareness to avoid collisions.

Nuclear Capabilities

Since the Air Force unknowingly flew nuclear weapons on a B-52 bomber on August 30, 2007, the Air Force has taken a number of significant steps to increase its attention, discipline and expertise on nuclear weapons management.

What role if any will you play in ensuring that nuclear weapons are safe, secure and accounted for, and that the military services have established a high level of attention, discipline and conduct of operations with respect to nuclear weapons?

If confirmed, I will work with the other OSD, Military Services and NNSA stakeholders and direct my staff to support both ongoing and new activities to ensure that the necessary focus and attention is given to all aspects of our nuclear force and the nuclear weapons enterprise, to include safety, security, and accounting.

The various reviews of the Air Force incident also exposed significant gaps in the Office of the Secretary of Defense with respect to the attention and expertise to deal with nuclear weapons issues.

What steps will you take to address the recommendations in the Welsh, Schlesinger and other reports that identify shortfalls in management of nuclear matters in the Office of the Secretary of Defense?

If confirmed, I will work with the Under Secretary of Defense for Policy, the Assistant to the Secretary for Nuclear, Chemical and Biological matters, and other key stakeholders, to identify the best solutions that can effectively be implemented.

What steps will you take to ensure that there is sufficient technical expertise in the Office of the Secretary of Defense with respect to nuclear weapons?

If confirmed, I will press for inclusion of “human capital” solutions among the various proposals to address shortfalls in nuclear weapons-related activities. I will also reach out to institutions such as the NNSA National Security Laboratories, with which I have well-established relationships, in order to strengthen interagency relationships and enlist on-site support through their experts detailed to the Office of the Secretary of Defense.

Strategic Nuclear Programs

The Nuclear Posture Review (NPR) will establish among other things, nuclear force structure for the near term.

Do you see any force structure decisions being made in advance of the NPR?

I am not aware of any force structure decisions being considered for finalization in advance of the NPR.

Ballistic Missile Defense

For many years the Department of Defense and Congress have agreed on the principle that major weapon systems should be operationally effective, suitable, survivable, cost-effective, affordable, and should address a credible threat.

Do you believe that any ballistic missile defense systems we deploy operationally must be operationally effective, suitable, survivable, cost-effective, affordable, and should address a credible threat?

Yes.

Do you agree that our missile defense systems should be tested in a rigorous and operationally realistic manner in order to demonstrate, and provide confidence in, their capabilities, including through operational test and evaluation?

My understanding is that testing of weapons systems is not among the responsibilities of the Office of the Undersecretary of Defense for Policy. As a general matter, I agree that testing of any weapon system should be done in a rigorous and operationally realistic manner.

Addressing Current Theater Missile Threats

Iran and North Korea currently possess hundreds of short- and medium-range ballistic missiles that can reach forward deployed U.S. forces and our allies. In an April 6 press briefing, Secretary Gates said that “to better protect our forces and those of our allies in theater from ballistic missile attack, we will add \$700 million to field more of our most capable theater missile defense systems, specifically the Terminal High Altitude Area Defense (THAAD) and the Standard Missile-3 programs.”

What are your views on the need to increase the focus of our missile defense programs on protecting our forward-deployed forces, allies, and friends from existing missile threats?

It is important to have an appropriate mix of short-, medium-, and long-range ballistic missile defense capabilities that are responsive to existing and emerging threats to our homeland, deployed forces, allies and other friendly nations.

Missile Defense Policy and Strategy Review

Section 234 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009 (Public Law 110-417) requires a comprehensive review of U.S. ballistic missile defense policy and strategy, with a report due no later than January 31 of 2010. The Assistant Secretary of Defense for Global Strategic Affairs will be responsible for missile defense policy, among other issues.

If confirmed, what role would you expect to play in the required missile defense policy and strategy review?

If confirmed, I would expect to be significantly involved in the missile defense policy and strategy review.

Missile Defense Cooperation with Russia

After their recent summit meeting, President Obama and President Medvedev of Russia issued a joint statement which noted that they “discussed new possibilities for mutual international cooperation in the field of missile defense, taking into account joint assessments of missile challenges and threats, aimed at enhancing the security of our countries, and that of our allies and partners.”

Do you believe that U.S.-Russian cooperation on missile defense has the potential to enhance our mutual security, as well as that of our allies and partners?

Cooperation with Russia on missile defense has long been desired. If confirmed, I intend to make this a priority. Having the Russians on board with missile defense could not only help ease tensions in the region, but potentially also lead to the creation of a better system with a larger protective umbrella.

Do you believe it would be beneficial to conduct “joint assessments of missile challenges and threats” with Russia, particularly concerning Iran’s missile programs?

I have not been briefed on this aspect of the matter and will consider it carefully if confirmed.

Do you believe that U.S.-Russian missile defense cooperation could send an important signal to Iran that the United States and Russia are unified in their determination to reduce the risks of Iran’s nuclear and missile programs?

Yes.

Proposed European Missile Defense Deployment

The Obama Administration is reviewing the proposed deployment of a U.S. missile defense system in Europe. At her confirmation hearing, Under Secretary Fournoy said that reviewing this issue would be a good topic for the Quadrennial Defense Review.

If confirmed, what role would you expect to play in the Administration’s review of the proposed European missile defense deployment?

If confirmed, I expect to be significantly involved in the missile defense policy and strategy review.

Do you agree that such a review should consider a variety of options and alternatives to determine the best path forward to enhance our security, as well as that of our allies and partners?

Yes.

Do you believe that such a review should also consider the potential for a cooperative approach with Russia on regional missile defense, including the sharing of Russian missile early warning information from the Gabala radar in Azerbaijan and the Armavir radar under construction in southern Russia?

Yes, I believe that the review of U.S. missile defense in Europe should consider options for cooperation with Russia, including U.S. and Russian proposals made in recent years, as well as new proposals.

NATO and Missile Defense

The April 4, 2009 NATO Summit declaration from Kehl and Strasbourg states that “we judge that missile threats should be addressed in a prioritized manner that includes consideration of the level of the imminence of the threat and the level of acceptable risk.”

Do you agree with this statement of NATO’s approach to missile defense?

Yes, This statement was endorsed by all NATO members including the U.S.

The proposed U.S. missile defense deployment in Europe would not defend all of NATO Europe, and would not protect those portions of NATO Europe that are currently within range of Iranian ballistic missiles.

Based on the central NATO principle of the indivisibility of Allied security, do you believe that any future NATO territorial missile defense system should provide protection for all NATO allies, and not leave some allies unprotected?

The principle of the indivisibility of Allied security is long-standing and also applies to ballistic missile attack against member states. If confirmed, I expect to contribute to our on-going work with NATO allies on alternatives to provide protection to member states.

Chemical and Biological Defense

One of the areas under the Assistant Secretary of Defense for Global Strategic Affairs is the Chemical and Biological Defense Program of the Defense Department.

What do you believe are the principal challenges in chemical and biological defense, and what would be your priorities for the DOD Chemical and Biological Defense Program?

My understanding is that the Office of the Assistant to the Secretary of Defense for Nuclear, Chemical and Biological matters manages the Chemical Biological Defense Program. If confirmed, I would be responsible for policy oversight of the program. I have not been briefed yet on the details of this program, but I understand that key issues include developing defenses against non-traditional chemical agents, accelerating the ability to conduct CBRN detection and forensics, and working toward the development of vaccines and other medical countermeasures to protect our personnel against multiple threats.

Chemical Demilitarization

DOD Directive 5160.05E states the DOD policy that “the Department of Defense shall be in full compliance” with the Chemical Weapons Convention (CWC) and the Biological Warfare Convention (BWC). In 2006, the Department announced that the United States would not meet even the extended deadline of April 2012 for destruction of its chemical weapons stockpile, as required under the CWC.

Do you agree that the Department of Defense and the United States Government should be in full compliance with the terms and obligations of the CWC and the BWC, including the deadline for destruction of the U.S. chemical weapons stockpile under the CWC?

I believe that the United States should meet its treaty commitments, and if that is not possible to state so clearly and come into compliance expeditiously. Although I have yet to examine this issue in detail, I understand that in 2006, the United States informed the Organization for the Prohibition of Chemical Weapons (OPCW) that it would not meet the 2012 deadline, but would accelerate the destruction effort as much as practical. To date, I understand that the Department is on track to destroy 90 percent of the US stockpile by the CWC deadline.

If confirmed, will you work to ensure that the Department takes steps needed to minimize the time to complete destruction of the U.S. chemical weapons stockpile, without sacrificing safety or security, and that the Department requests the resources necessary to complete destruction as close to April 2012 as practicable?

Yes.

Counter-WMD Efforts

One of the issue areas proposed under the position for which you have been nominated is the Department of Defense efforts to counter Weapons of Mass Destruction, meaning nuclear, biological, and chemical weapons.

What do you believe are the principal challenges in countering Weapons of Mass Destruction, and what are your priorities for Defense Department efforts to counter Weapons of Mass Destruction?

Weapons of Mass Destruction in the hands of hostile states and terrorists represent one of the greatest security challenges we face. If I am confirmed, I will seek to increase barriers to WMD proliferation, develop integrated, layered WMD defenses, improve DoD abilities to hold emergent WMD threats at risk, and prepare for complex WMD contingencies.

If confirmed, what role do you expect to play in the creation of policy for, and oversight of, Defense Department programs to counter Weapons of Mass Destruction?

If confirmed, I would support the USD(P) in overseeing development of policies governing all Defense Department programs to counter Weapons of Mass Destruction. I would engage other senior officials in DoD, as well as officials in the Departments of Homeland Security, Energy, and Department of State, and to consult fully with Congress in executing this responsibility.

Proliferation Security Initiative

The Proliferation Security Initiative (PSI) is an international effort to identify and interdict weapons of mass destruction and related materials.

If confirmed would you recommend that the PSI program continue and if so do you believe that it should be modified in any way?

If confirmed, I would recommend that PSI should continue and I would work with my staff to turn PSI into a “durable international institution” as President Obama called for during his April 5, 2009, speech in Prague.

The absence of funding specifically identified for the PSI program has made it difficult for the Department and the Congress to provide appropriate oversight.

If confirmed would seek to establish a separate budget account for PSI? If not, why not?

If confirmed, I would review PSI’s current funding in order to determine if a separate budget account is needed for PSI to accomplish its goals.

Cooperative Threat Reduction Program

If confirmed what will your role be in implementing and overseeing the Cooperative Threat Reduction (CTR) Program?

If confirmed, I will lead development of policy guidance for CTR program objectives, scope and direction, as well as providing strategic vision for long range planning. My understanding is that the ASD/GSA works closely with the Defense Threat Reduction Agency and the Assistant to the Secretary of Defense for Nuclear, Chemical and Biological matters to ensure proper execution of policy guidance.

If confirmed what changes, if any, would you recommend to the CTR program, including changes in legislative authorities, programs, or funding?

If confirmed, I would review carefully the several studies of CTR activities conducted in the past year. If confirmed, I will consider these studies’ findings, and work with CTR stakeholders and Congress to improve upon existing CTR successes and look for ways to better meet the WMD proliferation challenges of the 21st century.

Comprehensive Test Ban Treaty

If confirmed what role will you play in any efforts to obtain Senate ratification of the Comprehensive Test Ban Treaty?

If confirmed, I would support the USD(P), as the lead Department of Defense Policy point of contact responsible for the Comprehensive Test Ban Treaty. In this role, I would support the Administration in any of its efforts to obtain Senate ratification of the Comprehensive Test Ban Treaty. I would expect to engage other senior officials in DoD, as well as officials in the Departments of Energy and State.

Follow-on to the Strategic Arms Reduction Treaty

If confirmed, what role will you play in the Administration's negotiations and efforts to agree upon a new strategic arms reduction treaty?

If confirmed, I will support the Secretary of Defense's Representative to follow-on treaty negotiations, personally and through my staff.

Russia

What areas of opportunity and cooperation do you believe the U.S. could take to improve overall U.S. Russian relationships?

DoD's involvement in Russian relations generally is the responsibility of the Assistant Secretary of Defense for International Security Affairs (ASD/ISA). If confirmed, I would expect to contribute to policy development, drawing on the several areas of non-proliferation and nuclear security cooperation that have developed between DoD and various Russian Federation ministries.

Would you support an expansion of U.S. and Russian military to military relationships?

My understanding is that the office of the ASD/GSA does not have significant involvement in military-to-military relations with the Russian Federation, aside from any non-proliferation, nuclear security, or arms control contacts we might have with the Russian Ministry of Defense.

What role do you expect to play, if confirmed, on these issues?

If confirmed, I would expect to support the ASD/ISA in any way possible.

Cyber Security

What are the main policy challenges facing the Department of Defense in the area of cyber security, both within the Department and with respect to the Federal Government as a whole?

The Department of Defense relies upon global data and telecommunication networks, defense industries, and other critical infrastructure, much of which is owned and operated by the commercial sector, to conduct full spectrum land, sea, air, and space operations. I understand that the National Security Council's 60-Day Cyber Review, directed by the President and assisted by the Department of Defense will soon prioritize cyber challenges and propose a coordinated way forward for the Nation.

What should the Defense Department's role be in defending the nation against cyber threats? Should the Department play the lead role in stopping attacks from abroad through cyberspace, just as the Department defends the nation from attack by missiles, aircraft, or ships?

My understanding is that the Department of Defense has been focused on securing its own networks, which are crucial to the success of military and other operations, as well as providing information assistance to other departments and agencies when needed. If confirmed, I will involve myself promptly in the broader debate on DoD's role in this area.

What should be the role of law enforcement and the Department of Homeland Security in directing operations to defend the nation in cyberspace?

My understanding is that the Department of Homeland Security plays a leading role in defending the nation against cyber attacks. I have been told that the Cyber Security Enhancement Act gives the Department of Homeland Security additional tools to combat cybercrime. Federal, state, and local law enforcement agencies in partnership with the Department of Homeland Security play an important role in the defense, investigation, and prosecution of cyber criminals and cyber terrorists. However, to achieve a confident national cybersecurity posture, all Federal departments need to collaborate more closely and better involve the private sector in their efforts.

What organizational and operational construct would allow multiple departments and agencies to mount an effective, unified defense of the Nation's cyber networks and resources?

My understanding is that the National Security Council's 60-Day Cyber Review, directed by the President and assisted by the Department of Defense is specifically reviewing organizational and operational constructs to improve interagency unified defense.

In your view, is there a need for a strategy and doctrine for deterring foreign adversaries from engaging in attacks on the United States through cyberspace, just as there is a nuclear deterrence strategy and doctrine based on the threat of retaliation?

My understanding is that there may be a need to adapt our defense and military strategies to ensure that we preserve the ability to protect our national security. These concepts can be incorporated into our general deterrence strategies.

Should the United States have the ability, and announce the intention, to undertake offensive operations in cyberspace, through the Department of Defense, in retaliation against, or to defeat, foreign aggression in cyberspace? Does such doctrine exist today, in your view?

All nations have the right of self-defense. Military doctrine is adaptive and has recognized the growing importance of cyber capabilities. If confirmed, I will consider this issue carefully and work with Congress and key stakeholders on potential improvements.

Defending cyberspace implies the need for conducting surveillance in cyberspace to achieve the ability to warn of threats and to characterize them.

Can surveillance in cyberspace be conducted effectively without impinging on the privacy interests of the American people?

Any surveillance activity conduct by or on behalf of the U.S. government must be conducted in accordance with applicable statutes and regulations designed to protect the privacy of the American people.

In your view, will it be necessary to publicly disclose more information about the government's plans and methods for conducting surveillance in cyberspace in order to explain how civil liberties and privacy will be protected?

It is important for the government to be able to explain its tactics, techniques and procedures with enough context to ensure public confidence that activities are being undertaken appropriately, and for worthwhile purposes.

Congressional Oversight

In order to exercise its legislative and oversight responsibilities, it is important that this Committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of information.

Do you agree, if confirmed for this high position, to appear before this Committee and other appropriate committees of the Congress?

Yes.

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Assistant Secretary of Defense for Global Strategic Affairs?

Yes.

Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?

Yes.

Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted Committee, or to consult with the Committee regarding the basis for any good faith delay or denial in providing such documents?

Yes.