

**Advance Questions for Mr. Robert O. Work**  
**Nominee for Under Secretary of the Navy**

**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 the chain of command by clearly delineating the combatant commanders' responsibilities and authorities and the role of the Joint Chiefs of Staff. These reforms have also vastly improved cooperation between the services and the combatant commanders in the strategic planning process, in the development of requirements, in joint training and education, and in the execution of military operations.**

**Do you see the need for modifications of any Goldwater-Nichols Act provisions based on your experience with the Department of Defense?**

**Answer:** I believe the Act has yielded enormous benefits to DoD such as strengthened joint operational commanders and better military advice to the President. I do not, at this time, see a need for modifications to Goldwater-Nichols. However, if confirmed, my subsequent experience as the Under Secretary of the Navy could potentially suggest further needed changes. Should that be the case, I would identify recommended changes to the Secretary of the Navy.

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

**Answer:** I am aware of no modifications at this time.

**Do you believe that the role of the service secretaries under the Goldwater-Nichols legislation is appropriate and the policies and processes in existence allow that role to be fulfilled?**

**Answer:** Yes.

**Do you see a need for any change in those roles, with regard to the resource allocation process or otherwise?**

**Answer.** I do not see a need for any changes to the roles of the service secretaries at this time. However, if confirmed, my subsequent experience as the Under Secretary of the

Navy could potentially suggest further needed changes. Should that be the case, I would identify recommended changes to the Secretary of the Navy.

## **Duties**

**Section 5015 of Title 10, United States Code, states the Under Secretary of the Navy shall perform such duties and exercise such powers as the Secretary of the Navy may prescribe.**

**Assuming you are confirmed, what duties and powers do you expect to be assigned to you?**

**Answer:** The Under Secretary of the Navy performs such duties and exercises such powers as the Secretary of the Navy prescribes. If confirmed, I will review the duties assigned to the Under in the current SECNAVINST 5430.7P, and discuss them with the Secretary of the Navy. I will then determine the manner in which the Secretary desires me to function. I expect that the Secretary will assign me duties that are consistent with my background and expertise.

## **Relationships**

**Please describe your understanding of the relationship of the Under Secretary of the Navy to the following officials:**

### **A. The Secretary of the Navy**

**Answer:** The Under Secretary of the Navy is the deputy and principal assistant to the SecNav, and acts with full authority of the SecNav in managing the Department of the Navy. The Under and SECNAV should have a close, personal relationship based on trust and mutual respect.

### **B. The Chief of Naval Operations**

**Answer:** The Under deals directly with the CNO in all Departmental leadership meetings and when acting in the Secretary's stead. The Under Secretary of the Navy works most closely with the Vice Chief of Naval Operations. Both of these relationships are very important to the day-to-day running of the DoN, and should be based on mutual respect, trust, and cooperation.

**C. The Commandant of the Marine Corps**

**Answer:**

The Under deals directly with the Commandant of the Marine Corps in all Departmental leadership meetings and when acting in the Secretary's stead. The Under Secretary of the Navy works most closely with the Assistant Commandant of the Marine Corps. Both of these relationships are very important to the day-to-day running of the DoN, and should be based on mutual respect, trust, and cooperation.

**D. The Assistant Secretaries of the Navy**

**Answer:** Under any circumstances, the relationship between the Under and the Assistant Secretaries is a close one. The exact working relationship will be determined by the management style of the Secretary of the Navy, and the duties he delegates to the Under.

**E. The General Counsel of the Navy**

**Answer:** If confirmed, the Under will deal closely with the GC on staff matters on a variety of issues, such as base encroachment and marine mammals.

**F. The Vice Chief of Naval Operations**

**Answer:** The Under Secretary of the Navy works very closely with the Vice Chief of Naval Operations and the Assistant Commandant of the Marine Corps. The three ensure the smooth staffing of issues through the Department and Secretariat, work together to ensure a close working relationship between the service staffs, and resolve disagreements. This relationship is very important to the day-to-day running of the DoN, and should be based on respect, trust, and cooperation.

**G. The Judge Advocate General of the Navy**

**Answer:** If confirmed, I believe I will deal with the Navy JAG primarily through the General Counsel.

**H. The Chief Management Officer and Deputy Chief Management Officer of the Department of Defense**

**Answer:** The Under Secretary of the Navy is designated the Chief Management Officer for the DoN. If confirmed, I will deal directly with the Deputy Secretary of Defense (DoD CMO) and the DoD DCMO on the full range of matters dealing with the

management of the DoD, and will assist in the development of a comprehensive Departmental transformation plan and business systems architecture, and help to identify and implement potential business process improvements.

### **I. The Director of the Navy's Office of Business Transformation**

**Answer:** The Director of the Navy's Office of Business Transformation is currently designated as the DoN DCMO. If confirmed, I would work closely with the DCMO to determine needed changes to Departmental transformation plan, business systems architecture, and to identify needed business process improvements.

### **Major Challenges and Problems**

#### **In your view, what are the major challenges that will confront the next Under Secretary of the Navy?**

**Answer:** The Department of the Navy has operated without an Under Secretary of the Navy for over two years. If confirmed, one major challenge will be to re-integrate the office of the Under Secretary into the day-to-day activities of the DoN, and to provide value added support to the Secretary of the Navy in tackling the challenges discussed below.

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

**Answer:** If confirmed, there are an enormous number of challenges facing the Department of the Navy. First is to help the Secretary of the Navy plan and execute a smooth leadership transition from the outgoing administration to the new one. To that end, I would work closely with the White House, Secretary of Defense and Secretary of the Navy to assemble a top-quality cadre of civilian leaders with the expertise and experience to effectively perform the duties of the key positions that must be filled. The second challenge is to participate in the 2009 Quadrennial Defense Review and to ensure that the DoN's FY 2011 budget is consistent with the President's, SecDef's, and SecNav's priorities, and outlines a program consistent with expected future resource allocations. A third challenge will be to perform an active reform agenda for the management of the DoN. If confirmed, I would devote a considerable portion of my time to improve DoN processes for strategic planning, program and budget development, and acquisition oversight. Improving the Department's record on cost control and improving its budget and cost forecasts would also be a top priority. Finally, and of utmost importance, I would work to try to make the DoN's Safe Harbor and Wounded Warrior Regiment programs the standard for excellence within the Department of Defense.

**What do you consider to be the most serious problems in the performance of the functions of the Under Secretary of the Navy?**

**Answer:** The Department of the Navy has operated without an Under Secretary of the Navy for over two years. If confirmed, it will take some time to reassert the duties and responsibilities of the Under.

**If confirmed, what management actions and time lines would you establish to address these problems?**

**Answer:** If confirmed, my first priority would be to set up a well run office of the Under Secretary and to establish new staffing procedures. If confirmed, this should be done within the first 30 days of assuming the position. All other actions, priorities, and established timelines would be developed after close consultation with the incoming Secretary of the Navy.

**Priorities**

**If confirmed, what broad priorities will you establish?**

**Answer:** If confirmed, I will support the Secretary of the Navy in his efforts to articulate the challenges the Department must address to meet the principle objectives Secretary Gates has articulated:

- “Reaffirm our commitment to all-volunteer force”
- “Rebalance programs in order to institutionalize and enhance our capabilities to fight the wars we are in today and the scenarios we are most likely to face in the years ahead, while at the same time providing a hedge against other risks and contingencies.”
- “In order to do all this, we must reform how and what we buy, meaning a fundamental overhaul of our approach to procurement, acquisition and contracting.”

If confirmed, I will support the Secretary of the Navy’s efforts to initiate or reinforce existing direction aimed at meeting these challenges, including:

- Sustain a cadre of Officers and Enlisted personnel, and supporting civil service that is technically competent and culturally adept. Maintain a capable and diverse work force.
- Focus appropriate resources in support of the current fight, readiness, homeland defense, etc.
- Develop a portfolio of capabilities to cover all realistic scenarios to fight and win our nation’s wars which includes a blend of capabilities in Cooperative Security, Irregular Warfare and Conventional Warfare.
- Establish and maintain a long-term shipbuilding program that is achievable, affordable, and responsive to the needs of the nation.

- Reaffirm the ethical basis of the naval institution; ensure the highest standards of conduct that exemplify the Department’s core values of honor, courage, and commitment.
- Firmly embrace my role as CMO to align and improve business processes to enable the most effective and efficient delivery of all missions and capabilities.

### **Duties and Responsibilities as Chief Management Officer**

**Section 904 of the National Defense Authorization Act for Fiscal Year 2008 designates the Under Secretary of the Navy as the Navy’s Chief Management Officer (CMO). Section 908 of the National Defense Authorization Act for Fiscal Year 2009 requires the CMO of each of the military departments to carry out a comprehensive business transformation initiative, with the support of a new Business Transformation Office.**

**What is your understanding of the duties and responsibilities of the Under Secretary in his capacity as CMO of the Department of the Navy?**

**Answer:** If confirmed, my most important duty as DoN CMO will be to ensure that the DoN has a pragmatic and well-thought out comprehensive business transformation plan with measureable performance goals and objectives. In addition, I will work to develop a well-defined enterprise-wide business systems architecture and transition plan. In this regard, I would work with the DCMO to:

- Transform the budget, finance, accounting, and human resource operations of the DoN consistent with the DoN business transformation plan
- Eliminate or replace financial management systems that are inconsistent with the business systems architecture and transition plans
- Monitor the implementation of both the business transformation plan and business systems architecture.

**What background and expertise do you possess that you believe qualify you to perform these duties and responsibilities?**

**Answer:** The Under/CMO must have a thorough knowledge of the Department of the Navy; understand and respect the cultures of the Navy and Marine Corps as well as the DoN’s civilian civil service force; understand the way programs and budgets are developed; and be a strong leader and manager. During my 27 year career in the Marine Corps, I served in a variety of command and staff positions where I honed my own leadership and management skills. During the last five years of active service, first as the Director of the Marine Corps Strategic Initiatives Group and later as Senior Aide and Military Assistant to the Secretary of the Navy, I developed a thorough understanding of the Department, its two services and civilian workforce, and the programming and

budgeting process, as well as a working understanding of the Department's core business processes. After retiring, I studied the Department carefully, focusing on shipbuilding and acquisition programs. I therefore believe that my background provides a solid foundation for the position as CMO. However, I also recognize that the job of CMO encompasses a very diverse set of responsibilities and challenges. So I accept that I have much to learn, and will rely heavily on the knowledge and advice of military personnel and civilian experts in the Departments of Defense and Navy.

**Do you believe that the CMO and the Business Transformation Office have the resources and authority needed to carry out the business transformation of the Department of the Navy?**

**Answer:** My understanding is that absent an Under Secretary, the DoN assigned the CMO duties to the Assistant Secretary of the Navy for Financial Management/ Comptroller and established an Office of Business Transformation headed by a civilian highly qualified expert (HQE). If confirmed, I will assume duties as the CMO and review all of the DoN's efforts associated with the CMO/DCMO since the FY 2008 NDAA. I will place a high priority on determining whether or not the CMO/DCMO efforts have the requisite authorities and required resources needed to implement the intent of the legislation. If I find the resources and authorities to be insufficient, I will work to correct the problem.

**What role do you believe the CMO and the Business Transformation Office should play in the planning, development, and implementation of specific business systems by the military departments?**

**Answer:** If confirmed, I will work with the DCMO/Director, Business Transformation Office to ensure the development of a well-defined enterprise-wide business systems architecture and a business transformation plan that provides accurate performance measures and goals to improve the core business operations in the DON.

**What changes, if any, would you recommend to the statutory provisions establishing the position of CMO and creating the Business Transformation Office?**

**Answer:** I do not have the data to make any recommended changes to the associated statutory provisions at this time.

**Section 2222 of Title 10, United States Code, requires that the Secretary of Defense develop a comprehensive business enterprise architecture and transition plan to guide the development of its business systems and processes. The Department has chosen to implement the requirement for an enterprise architecture and transition plan through a**

**“federated” approach in which the Business Transformation Agency has developed the top level architecture while leaving it to the military departments to fill in most of the detail. The Navy’s business systems, like those of the other military departments, remain incapable of providing timely, reliable financial data to support management decisions. In particular, the Government Accountability Office has reported that the Navy has not yet followed DOD’s lead in establishing new governance structures to address business transformation; has not yet developed comprehensive enterprise architecture and transition plan that plug into DOD’s federated architecture in a manner that meets statutory requirements; and instead continues to rely upon old, stovepiped structures to implement piecemeal reforms.**

**If confirmed, what steps, if any, would you take to ensure that the Navy develops the business systems and processes it needs to appropriately manage funds in the best interest of the taxpayer and the national defense?**

**Answer:** If confirmed as the Under, I will take my responsibilities as the DoN’s CMO very seriously, and work every day to give the Secretary of Defense, Secretary of the Navy, Congress, and American people the highest return on their investment in their Navy and Marine Corps. After ascertaining the state of the DoN’s business transformation efforts, I will evaluate and consider the GAO findings and recommendations and work to make the changes necessary to develop the very best business systems and processes needed to appropriately manage Departmental funds.

**Do you believe that a comprehensive, integrated, enterprise-wide architecture and transition plan is essential to the successful transformation of the Navy’s business systems?**

**Answer:** Absolutely.

**What steps would you take, if confirmed, to ensure that the Navy’s enterprise architecture and transition plan meet the requirements of section 2222?**

**Answer:** If confirmed, I will work with the DCMO and the DoN Business Transformation Council to review systems investment plans and develop appropriate measures of effectiveness based on section 2222.

**What are your views on the importance and role of timely and accurate financial and business information in managing operations and holding managers accountable?**

**Answer:** Accurate and timely management information, to include financial information is the fundamental requirement for ensuring both proper stewardship and the best

application of taxpayer dollars. I understand that the DON Financial Improvement program is already pursuing this goal as part of the broader DoD initiative. This effort is a central element of the DON business transformation strategy.

**How would you address a situation in which you found that reliable, useful, and timely financial and business information was not routinely available for these purposes?**

**Answer:** If confirmed, I would demand that those responsible for providing this information provide it. If they lacked the systems needed to generate the information, I would work to get them the systems needed to produce the data. If they still proved incapable of providing timely and useful information, I would replace them, and seek someone able to generate the information.

**What role do you envision playing, if confirmed, in managing or providing oversight over the improvement of the financial and business information available to Navy managers?**

**Answer:** If confirmed, I will work closely with the Department's Assistant Secretary of the Navy Financial Manager/Comptroller to execute those measures required to improve the quality of financial information used for decision-making.

### **End Strength**

**What are your views on the appropriate size and mix of the active-duty Navy and Marine Corps, and their reserve components?**

**Answer:** If confirmed, I will work with the two Services to generate affordable manpower requirements, and to help them achieve the optimal balance of active and reserve end strength, experience, skills, and seniority, for both officers and enlisted.

**How does Navy support to the ground forces in the form of individual augmentee missions affect Navy end strength requirements?**

**Answer:** As I understand it, the Navy has worked very hard to develop a coherent and affordable plan for individual augmentees. If confirmed, I intend to review this initiative and how it affects Navy end strength requirements and readiness, for both shore and sea billets.

## **Transformation**

**If confirmed as the [Under] Secretary of the Navy, you would play an important role in the ongoing process of transforming the Navy and Marine Corps to meet new and emerging threats.**

**If confirmed, what would your goals be for Navy and Marine Corps transformation?**

**Answer:** If confirmed, I will enter the Department with no preformed goals for Navy and Marine Corps transformation. I will work within the framework of the 2009 Quadrennial Defense Review to understand the President's, SecDef's and SecNav's future goals for the two Services. I will offer my best judgment and recommendations on the development of these goals. Once the Department's goals are established, I would do my level best to achieve them.

**In your opinion, does the Department of the Navy's projected budget have adequate resources identified to implement your transformation goals?**

**Answer:** I have not been briefed in detail on the FY 2010 budget, so I cannot make a judgment as to their adequacy. A key aim for the QDR is to balance Departmental goals and resources. If confirmed, I will take part in the QDR process to achieve this balance.

## **Low Density/High Demand Forces**

**If confirmed, how would you address the Department of the Navy's challenge in manning low density/high demand units, ratings, and occupational specialties?**

**Answer:** If confirmed, one of the first questions I will ask is what platforms, units, ratings, and occupational specialties are considered low density/high demand. I will then review the plans to develop or grow the platforms, units, ratings, and occupational specialties so as to limit the deployment demand on equipment and personnel, such as offering targeted bonuses and special incentive pays to the appropriate ratings and specialties. I will ensure that the Services have means by which to monitor dwell time to ensure that units and individuals have adequate time to rest and be with their families, and the implementation of mitigation strategies for high demand/low density units and personnel.

## **National Security Personnel System (NSPS)**

**Section 1106 of the National Defense Authorization Act for Fiscal Year 2008 restored the collective bargaining rights of civilian employees included in the National Security Personnel System (NSPS) established by the Department of Defense pursuant to section 9902 of title 5, United States Code. Under section 1106, the Department retains the authority to establish a new performance management system (including pay for performance) and streamlined practices for hiring and promotion of civilian employees.**

**What is your view of the NSPS system, as currently constituted?**

**Answer.** At this time I am not knowledgeable of all of the details of the NSPS. I am aware that the Department of the Navy has put forth a significant amount of effort to implement NSPS and ensure the civilian workforce is adequately trained and informed.

**If confirmed, how will you evaluate its success or failure to meet its goals?**

**Answer.** If confirmed, I will determine NSPS goals; identify existing plans to achieve them; and judge their adequacy. I will direct adjustments to plans, as necessary, and will monitor the Department's subsequent implementation of revised plans.

**Do you support the pay-for-performance approach adopted for civilian employees in the NSPS system?**

**Answer.** At this time I am not aware of the specifics of the NSPS pay-for-performance program. However, in order to recruit, motivate and retain quality civilian personnel, it is essential to ensure that they are appropriately compensated for their performance.

**Do you believe that the Department needs streamlined authority for hiring and promotion of civilian employees to meet its human capital needs?**

**Answer.** Expedited hiring authority is an exceptional tool in the recruiting process. If confirmed, I would consider expedited hiring authority for critical positions.

**In your view, is it viable in the long run for the Department of Defense to maintain two separate systems (NSPS and the General Schedule) for its civilian employees?**

**Answer.** At this time, I am not aware of how NSPS works with the GS system. If confirmed, I will review the differences between the two systems and work for the greatest degree of standardization possible.

**What changes, if any, would you recommend to the NSPS authorizing legislation?**

**Answer.** I have no specific legislative changes to propose at this time.

**What changes, if any, would you recommend to the NSPS regulations?**

**Answer.** I have no specific regulatory changes to propose at this time.

### **Navy and Marine Corps Recruiting and Retention**

**The retention of quality sailors and Marines, officer and enlisted, active-duty and reserve, is vital to the Department of the Navy.**

**How would you evaluate the status of the Navy and Marine Corps in successfully recruiting and retaining high caliber personnel?**

**Answer:** Recruiting and retention in both the Navy and Marine Corps appear to be strong. As I understand it, the Navy and Marine Corps are currently meeting or exceeding enlisted and officer recruiting goals across both the active and reserve components, while exceeding DoD quality standards in all recruit categories. In addition, there has been increased retention and lower attrition across the force.

**How would you evaluate the recruiting and retention of uniformed and civilian health care professionals?**

**Answer:** I have not been briefed on this issue. If confirmed, I will look into it.

**What initiatives would you take, if confirmed, to further improve Navy and Marine Corps recruiting and retention, in both the active and reserve components, including health care professionals?**

**Answer:** I have not been briefed on the initiatives in place, or their effectiveness. However, if confirmed, I would explore and argue for “best in class” programs and policies to attract and retain high quality people. This might include targeted bonuses and special incentive pays for critical skills in the medical field.

## **Defense Integrated Manpower Human Resources System (DIMHRS)**

**DIMHRS is a single integrated human resources pay and personnel system for all the Armed Services and the Defense Finance and Accounting System (DFAS), and is intended to replace many of the systems currently used to perform personnel management and pay functions. DIMHRS, which has been under development for several years, has come under criticism for cost growth, delays in implementation, and not meeting the expectations of each Service.**

**What are your views of the need for completion of implementation of DIMHRS and what specific benefits, if any, would the Department of the Navy derive from this system?**

**Answer:** I have not had an opportunity to learn about the DIMHRS system in depth. If confirmed, I will evaluate the system and work with the Secretary of the Navy and DoD leadership to ensure that our personnel system is compatible with DoD approved systems and is fully supportive of our Sailors and Marines.

## **Delivery of Legal Services**

**What is your understanding of the respective roles of the General Counsel and Judge Advocate General of the Navy in providing the Secretary of the Navy with legal advice?**

**Answer:** Both the Judge Advocate General and the Staff Judge Advocate to the Commandant perform functions in their respective organizations that are essential to the proper operation of their Service and the Department as a whole. The Judge Advocate General and Staff Judge Advocate to the Commandant work closely with the Navy General Counsel. Their unique expertise and independent judgment and advice complement that of the General Counsel and offer the necessary blend of legal advice to the civilian and military leadership.

**What are your views about the responsibility of the Judge Advocate General of the Navy and the Staff Judge Advocate to the Commandant to provide independent legal advice to the Chief of Naval Operations and the Commandant of the Marine Corps, respectively?**

**Answer:** It is critical that the CNO and the CMC receive independent legal advice from the senior uniformed judge advocates.

**What are your views about the responsibility of staff judge advocates within the Navy and Marine Corps to provide independent legal advice to military commanders in the fleet and throughout the naval establishment?**

**Answer:** Uniformed staff judge advocates, assigned worldwide and through the chain of command are essential to the proper functioning of the operational and shore-based Navy and Marine Corps. Navy and Marine Corps commanders depend extensively on their staff judge advocates for their unique expertise that combines legal acumen with the well-schooled understanding of military operations and requirements.

### **Navy Judge Advocate General Corps**

**The Center for Naval Analyses (CNA) recently completed a study of manpower requirements for the Navy in which it concluded that the Navy's Judge Advocate General Corps was significantly under strength for its mission, including combat service support of Marine Corps' units and Task Force 134 in Iraq.**

**What is your understanding of the CNA study's findings with respect to manpower in the Navy JAG Corps?**

**Answer:** I am not familiar with the CNA study. If confirmed, I will review this report and consider its recommendations.

**What is your understanding of the sufficiency of the number of active-duty judge advocates in the Marine Corps to provide legal support for all the Marine Corps' missions?**

**Answer:** At this time, I am not aware of the overall manpower needs of the legal community within the Navy or Marine Corps. If confirmed, I will evaluate this issue.

**If confirmed, will you review the judge advocate manning within the Navy and Marine Corps and determine whether current active-duty strengths are adequate?**

**Answer:** Yes.

### **Prevention and Response to Sexual Assaults**

**What is your evaluation of the progress to date made by the Navy and Marine Corps in preventing and responding adequately to incidents of sexual assault?**

**Answer:** I am aware that the Navy and Marine Corps have undertaken several important

measures to address the prevention and response to sexual assaults. I have not had an opportunity to fully review these programs. However, as a former Marine commander, I know these programs are critically important. If confirmed, they will receive my sustained attention.

**What problems do you foresee, if any, in implementing current policies with respect to confidential, restricted reporting of sexual assaults by Sailors and Marines?**

**Answer:** At this time, I am not aware of any problems in implementing current sexual assault reporting programs. If confirmed, I will evaluate policy implementation as part of a Departmental review of sexual assault prevention and response programs.

**If confirmed, what actions do you plan to take to ensure that senior civilian leaders of the Department of the Navy have ongoing visibility into incidents of sexual assault and the effectiveness of policies aimed at preventing and responding appropriately to such incidents?**

**Answer:** If confirmed, I will evaluate the current reporting and response policies and systems accessible to senior civilian leaders in the Department to determine whether any modifications would be appropriate.

### **Preventing Sexual Harassment and Violence**

**The Defense Task Force on Sexual Harassment and Violence at the Military Service Academies reported that “Historically, sexual harassment and sexual assault have been inadequately addressed at both Academies [United States Military Academy and United States Naval Academy]. Harassment is the more prevalent and corrosive problem, creating an environment in which sexual assault is more likely to occur. Although progress has been made, hostile attitudes and inappropriate actions toward women, and the toleration of these by some cadets and midshipmen, continue to hinder the establishment of a safe and professional environment in which to prepare military officers. Much of the solution to preventing this behavior rests with cadets and midshipmen themselves.”**

**If confirmed, what actions would you take to encourage not only midshipmen but also all Sailors and Marines to step up to their responsibility to create a culture where sexual harassment and sexual assault are not tolerated?**

**Answer:** Sexual harassment and assault cannot be tolerated. If confirmed, I will evaluate the current culture along with reporting and response policies to determine whether or not modifications would be appropriate.

## **Personnel and Health Benefit Costs**

**The cost of the Defense Health Program, like the cost of medical care nation-wide, is escalating rapidly. Similarly, the cost of personnel as a key component of the Services' budgets has risen significantly in recent years.**

**If confirmed, how would you approach the issue of rising health care and personnel costs?**

**Answer:** Costs associated with personnel are by far the largest part of the Department's budget. A key priority is to operate as efficiently and effectively as possible with respect to utilization of personnel. The military and civilian force structure must be right sized for the mission but not any larger than necessary. As stewards of the taxpayer's money, the Department needs to utilize the fiscal resources it dedicates for personnel in the optimum manner. A key part of this thought process is to ensure that the Department apportions that part of the budget devoted to personnel on those benefits that deliver the best value to Naval personnel. Medical is just one piece of the overall benefit package.

If confirmed, I will seek new options and approaches to address the rising cost of health care and other personnel costs and work with the Secretary of Defense, SecNav, and Congress to address this critical matter, while ensuring that our Sailors and Marines have access to the quality health care they deserve.

## **Quality of Life Programs**

**If confirmed, what priorities would you establish to ensure that military quality of life programs are sustained and improved for Navy and Marine Corps members and their families?**

**What challenges do you foresee in sustaining quality of life programs, and are there new initiatives that you would undertake, if confirmed, to ensure the availability of high quality services, including child care, education, and recreational opportunities, for Sailors and Marines and their families?**

**Answer:** Navy and Marine Corps personnel of all ranks deserve high quality family programs. Family health is as important a component of personnel readiness as the personal health of Sailors and Marines. Quality of Life programs enable the Department of the Navy to compete in the job market to attract and recruit bright, talented young people. Those same high quality programs are essential to provide the level of personal and job satisfaction that allows the Department to retain our best and brightest Sailors and Marines. If confirmed, I will work with OSD, the SecNav, Assistant Secretary of the Navy for Manpower and Reserve Affairs, and Navy and Marine Corps leaders to ensure we are focused on the quality of life programs that meet the needs of all Naval personnel.

## **Family Support**

**What do you consider to be the most important family readiness issues in the Navy and Marine Corps, and, if confirmed, what role would you play to ensure that family readiness needs are addressed and adequately resourced?**

**Answer:** As a former dependent of an active duty Marine, and later a husband and father in an active duty military family, I have a keen appreciation for the importance of family readiness programs and issues. I consider all family readiness issues to be important. If confirmed, I will take a close personal interest in Navy and Marine Corps family readiness programs, and will strive to meet all family readiness needs throughout the Navy-Marine Corps team.

**If confirmed, how would you address these family readiness needs in light of global rebasing, BRAC, deployments, and the recent growth in the active-duty end strength of the Marine Corps?**

**Answer:** I do not have the detailed information needed to answer this question. If confirmed, I intend to closely follow all rebasing, BRAC, and manpower and family readiness issues, and take the actions necessary to provide Navy and Marine families with the best support possible.

**If confirmed, how would you ensure support to reserve component families related to mobilization, deployment and family readiness, as well as active duty families who do not reside near a military installation?**

**Answer:** If confirmed, I intend to work with the Secretary of the Navy to maintain focus and commitment to the quality of life needs of all Navy personnel, regardless of where they live.

## **Suicide Prevention**

**Effective measures to prevent suicides remain a high priority. The suicide rates in both the Navy and Marine Corps have increased over the past two years.**

**What initiatives would you take, if confirmed, to improve the Navy and Marine Corps Suicide Prevention Programs? If confirmed, how would you seek to reduce stigma associated with seeking personal counseling and eliminate policies and procedures that may inadvertently prevent Sailors and Marines from seeking professional help for emotional or mental health problems?**

**Answer:** Over a 27-year career in the Marine Corps, I had to personally deal with two suicides. Both were devastating for the family of the service member who committed the act, as well as the service member's parent unit. I am therefore deeply concerned about the incidents of suicide in the Department. If confirmed, I intend to leverage all tools available to improve the quality and access to suicide prevention programs, to reduce the stigma associated with seeking mental health treatment, and to consider new programs to help families and units deal with the trauma of these devastating acts.

### **Support for Wounded, Ill, and Injured Sailors and Marines**

**Wounded servicemembers from Operations Enduring Freedom and Iraqi Freedom deserve the highest priority from the Navy and Marine Corps for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge.**

**How do the Navy and Marine Corps provide follow-on assistance to wounded personnel who have separated from active service? How effective are those programs?**

**Answer:** I understand that the Navy has established the Safe Harbor Program and the Marine Corps the Wounded Warrior Regiment. Both extend support to the wounded heroes within the Navy and Marine Corps. Both programs continue to offer support should a service member be separated or retire due to medical issues, up through and including reintegration to a community. An annual survey is used to determine the effectiveness of these programs. These surveys help to develop best practices and process improvements to optimize the success of these programs.

**If confirmed, are there additional strategies and resources that you would pursue to increase the Navy's and Marine Corps' support for wounded personnel, and to monitor their progress in returning to duty or to civilian life?**

**Answer:** If confirmed, I will determine if additional strategies and resources are needed to ensure that wounded Sailors and Marines and their families are provided with optimum medical care and non-medical care and support throughout their recovery, rehabilitation, reintegration and beyond. These men and women deserve no less.

**What measures would you take, if confirmed, to facilitate the seamless transition of wounded, ill, and injured Sailors and Marines from the Department of Defense to the Department of Veterans Affairs?**

**Answer:** I am not fully familiar with all of the programs that exists, or how they are performing. However, I confirmed, I will work to foster a seamless transition for

continuity of service between the DoD and VA systems of care.

**Would you propose any changes to the Navy's disability evaluation system?**

**Answer:** The Physical Evaluation Board manages the Department of the Navy's disability evaluation system. If confirmed, I intend to review the evaluation and separation process to ensure it is fair, thorough and regimented for all service members.

**Senior Military and Civilian Accountability**

**While representative of a small number of individuals in DOD, reports of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently received. Whistleblowers and victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.**

**What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department?**

**Answer:** Individuals should be held accountable for abuses of their position and authority, regardless of their position in the Department's hierarchy. Senior leaders must be held accountable through the use of prompt and thorough investigation of complaints, as well as prompt and appropriate treatment for offenders. If confirmed, I will work with the SecNav to enforce the highest ethical and professional standards with the Department of the Navy.

**If confirmed, what steps would you take to ensure that senior leaders of the Navy and Marine Corps are held accountable for their actions and performance?**

**Answer:** Individuals should be held accountable for abuses of their rank and authority, regardless of their position in their Service's hierarchy. Senior leaders must be held accountable through the use of prompt and thorough investigation of complaints, as well as prompt and appropriate treatment for offenders. If confirmed, I will work with the SecNav to enforce the highest ethical and professional standards within the leadership ranks of the Navy and Marine Corps.

**Navy Support to Ground Forces**

**The Navy has been challenged to find new ways of supporting the Army and Marine Corps in Iraq and Afghanistan by taking on non-traditional support functions.**

**In your view, what are the kinds of non-traditional support the Navy feasibly can provide, and what additional missions, if any, should the Navy be assigned in the Global War on Terrorism? Given that these are non-traditional roles for Navy personnel, what additional training and equipment have been provided, or, in your view, need to be provided?**

**Answer:** The US Navy is fully committed to the fight against al Qaeda and its extremist allies. Right now, the Navy has over 14,000 officers and Sailors on the ground in the Central Command's Area of Responsibility—more than they have afloat in the region. Some are performing their traditional jobs, like Seabees and Explosive Ordnance Disposal Technicians. Others are performing non-standard roles, such as commanding Provincial Reconstruction Teams in Afghanistan. It is vitally important that the Department do everything in its power to ensure that those service members who are performing non-traditional roles receive the training needed to accomplish their assigned tasks. If confirmed, I will work closely with the SecNav to ensure that this training is taking place.

**What procedures are in place for the Navy to assess the potentially adverse operational effect on organizations from which individual augmentees are drawn? If you do not believe these procedures are adequate, what should be done to strengthen them?**

**Answer:** As I understand it, the Navy has had to reduce readiness both at sea and ashore to provide the numbers of Individual Augmentees now requested by the Central Command. If confirmed, one of my top priorities will be to understand fully the entire Individual Augmentation process, and to work with the Secretary to minimize its impact on fleet-wide readiness, while ensuring that the Navy continues to support current operations wherever it is needed.

## **Tactical Aviation**

**Several years ago, the Navy and Marine Corps began to integrate their tactical aviation units.**

**What is your assessment of this initiative?**

**Answer:** Execution of TACAIR Integration has been challenged by the impact of OIF and OEF requirements and the surge requirements of the Navy's Fleet Response Plan (FRP) that has resulted in what some consider to be a present shortfall in Navy carrier air wing force structure. However, it is my understanding that for the immediate future, Navy and Marine Corps will continue to meet all of their TACAIR operational commitments, enhanced by tightly integrated carrier air wings and Marine air-ground

task forces. If confirmed, I intend to review this initiative and its ability to optimize the use of our nation's Naval tactical aviation assets.

**The Department of the Navy is facing a potential shortfall of strike fighter aircraft in the next decade even if the Navy continues to buy F/A-18E/F aircraft and F-35 Joint Strike Fighter aircraft at the rate projected in last year's budget.**

**What is your assessment of this situation and what actions should the Department of the Navy take to address this potential shortfall?**

**Answer:** I have not had an opportunity to review any detailed analysis associated with it. Accordingly, I am unable to provide a meaningful assessment of the situation at this time. If confirmed, I intend to review the overall strike fighter issue in detail as part of the 2009 QDR, and the strategies now in place to mitigate any shortfall. I intend to work with the Secretary of the Navy, the Secretary of Defense and the Congress to achieve the best resolution for the Department.

**What is your understanding of whether the Navy will continue to operate the 10 carrier air wings that supported the fleet of 11 aircraft carriers, or whether the air wing force structure will be modified to reflect a planned reduction to a permanent level of 10 aircraft carriers?**

**Answer:** Under current law, the Navy must maintain a force of 11 active carriers. The Secretary of Defense's recent FY 2010 budget roll-out indicated that the carrier force would fall to 10 carriers in 2040, the result of moving to a build rate of one carrier every five years. As I understand it, the Navy is seeking a legislative waiver to allow it to temporarily reduce the carrier force to ten carriers for a period of not less than 33 months, the period of time between the planned retirement of the *USS Enterprise*, CVN-65, and the planned commission of the *USS Gerald R. Ford*, CVN-68. I am not aware of plans to reduce air wing force structure although I would expect this issue, like all force structure issues, would be reviewed by the Quadrennial Defense Review. If confirmed, I intend to follow this review carefully.

**What is your assessment of the current risk to the F-35 Joint Strike Fighter (JSF) Program schedule during its system development and demonstration phase?**

**Answer:** Although I know the Navy and Marine Corps are both fully committed to the Joint Strike Fighter program, I have yet to have the opportunity to be briefed on the current status of the JSF program. I am therefore unable to offer any program risk assessment.

**Alternatives for maintaining sufficient strike assets if there are new schedule**

**difficulties with the JSF program are limited. It appears that the Department of the Navy's options for extending the service life of existing F/A-18 aircraft are limited and procurement of additional F/A-18 aircraft beyond those planned last year may be more difficult with the Secretary of Defense's recent announcement of a reduction of nine F/A-18 aircraft from the number originally planned for the FY2010 program.**

**What other potential alternatives do you see for maintaining sufficient strike assets if there were any additional slippage in the initial operating capability date for the F-35 Joint Strike Fighter?**

**Answer:** If confirmed, I intend to fully review the Department's tactical aviation requirements and plans. I will work to identify all reasonable and affordable alternatives, if necessary, for maintaining Department-wide tactical aviation and strike capability during the transition to the Joint Strike Fighter program.

### **Shipbuilding Plan**

**The Navy annually submits a thirty-year shipbuilding plan. The last shipbuilding plan included very optimistic assumptions about unit costs of ships and excluded any funding for a replacement for the current fleet of Trident ballistic missile submarines.**

**Do you agree that the 30-year shipbuilding plan should, in fact, reflect realistic cost estimates and include all important shipbuilding efforts for that document to be useful for decision makers? What level of funding do you think the Navy will need to execute this plan, and considering competing priorities, do you believe this level of funding is realistic?**

**Answer:** The Navy's shipbuilding plan will be an important item in the 2009 QDR. The output of this activity should be a new 30-year shipbuilding program. If confirmed, I will be able to review the data supporting the plan, and provide an estimate the level of resources needed to execute the plan. As a general principle, I believe that any Navy plan submitted to Congress should be based on the best estimates available at the time, and fully consistent with expected future resource streams. This is especially true for the Navy's 30-year shipbuilding program, which has a disproportionate impact on DoN acquisition plans and industrial base calculations.

**To what extent should such commercial shipbuilding best practices, and any others you may be aware of, be incorporated into Navy shipbuilding programs?**

**Answer:** Building warships is significantly more complex than building commercial ships under any circumstances. The differences compound when building warships at low rates of production. However, there are some basic tenets that hold true in all construction processes: smart development of requirements; completing design to the greatest extent

possible before construction; building in sequence; and minimizing design changes once construction begins. If confirmed, I will work with OSD, SecNav, ASN for Research, Development, and Acquisition, the naval shipbuilding enterprise and industry to identify and implement those best practices and innovations with the greatest potential for producing savings.

## **Aircraft Carriers**

**The Navy decommissioned the U.S.S. *John F. Kennedy* in Fiscal Year 2006. This decreased the number of aircraft carriers to 11. Additionally, in the Fiscal Year 2006 budget request, the Navy slipped the delivery of CVN-78 (USS *Gerald R. Ford*) to 2015, creating a two-year gap between the scheduled decommissioning of the USS *Enterprise* and the availability of a new aircraft carrier. During this period, under the proposed plan, only 10 aircraft carriers would be operational. Recently, there have been reports that delivery of the U.S.S. *Gerald R. Ford* could be further delayed because of technical difficulties with the electromagnetic aircraft launch system (EMALS).**

**What is your view of the plan announced by Secretary Gates to permanently change the aircraft carrier force structure to 10 from the current number of 11?**

**Answer:** I support the Secretary's announced plan to move carriers to five year price points. As he stated, this would cause the Navy's aircraft carrier force structure would drop from 11 to 10 after 2040 barring any change to future aircraft carrier production rates. I understand that future aircraft carrier force structure may be reviewed during the Quadrennial Defense Review. If confirmed, I will work closely with OSD, the Secretary of the Navy, and the Navy to understand the reasons behind the Secretary Gates' recent decision, and any further changes that are being contemplated.

**Is it Secretary Gates' plan to retire another aircraft carrier when the U.S.S. *Gerald R. Ford* delivers to keep the carrier force structure at 10 carriers?**

**Answer:** I am not aware of any such plan. I expect this will be a consideration for the 2009 Quadrennial Defense Review (QDR). I would expect any recommendation to reduce to carrier force permanently to 10 carriers would be discussed fully with Congress.

**If not, do you believe that this reduced carrier force structure for a two-year gap is supported by adequate analysis?**

**Answer:** My understanding is that the Navy has taken a close look at this gap and developed an appropriate mitigation plan. If confirmed, I will work closely with the

Secretary of the Navy to ensure that sufficient carrier assets exist to support operational needs.

**How would the aircraft carrier presence requirements of combatant commanders be met with only 10 operational aircraft carriers, particularly if the 10 carrier force structure is made permanent?**

**Answer:** I have not yet been briefed on specific combatant commander requirements for aircraft carrier availability, or how these requirements might be met with a temporary 10-carrier force. If confirmed, I will review this matter.

### **Surface Combatants**

**Until Fiscal Year 2009, the Future Years Defense Program had plans for buying DDG-1000 destroyers until the Navy was ready to begin procurement of a new missile defense cruiser, CG(X). During budget deliberations last year, Navy leadership announced that the Navy wanted to cancel the DDG-1000 program after building only two ships and re-start the DDG-51 production line. Ultimately, the Secretary of Defense decided not to cancel the third DDG-1000 that was requested as part of the fiscal year 2009 budget.**

**In your judgment, can a credible and capable surface force be sustained at the level of multi-mission surface combatant construction the Navy currently plans, and if so, how?**

**Answer:** Large, multi-mission surface combatants form the heart of the Navy's battle force. Fully 88 of 313 ships in the Navy's current 313-ship battle force are guided missile cruisers and destroyers. Whatever plans the Navy develops for its future fleet will revolve around its ability to build and maintain an affordable surface combatant construction program. I therefore support Secretary Gates' recent FY 2010 budget decisions on large surface combatants. They appear to be made with the goal of developing a more affordable long-term building plan for these type ships. This will be another issue of great importance in the 2009 QDR. If confirmed, I will work with OSD and the Secretary of the Navy to ensure the development of a credible and capable surface combatant plan that best meets the needs of the nation and efficiently leverages the shipbuilding industrial base.

**Has the Navy produced adequate analysis of the effects of the new shipbuilding plan on the surface combatant industrial base?**

**Answer:** While I have not had an opportunity to review a detailed analysis on the current shipbuilding plan initiative. If confirmed, it would be my goal to ensure that this plan is consistent with both force structure needs and the objective of maintaining a viable

industrial base.

**In your opinion, how many shipyards capable of building surface combatants does this Nation need?**

**Answer:** This is a difficult question, and one I cannot answer until gaining access to all of the data and information available to the Department of Defense, Department of the Navy, Congress, and industry. However, as Katrina showed, having two yards is a very good hedge against natural or man-made disasters, and provides an important national surge capacity in case of a concerted maritime challenge. If confirmed, I will work with OSD, the Secretary of the Navy, Congress, and industry to determine the appropriate number of shipyards needed to efficiently build our surface combatants.

### **Ballistic Missile Defense**

**Do you regard ballistic missile defense as a core mission of the Navy?**

**Answer:** Yes, defense against ballistic missiles of all ranges should be an important mission for the Navy. If confirmed, I will work to assure that the unique capabilities of the Navy are leveraged to best effect in support of our Nation's ballistic missile defense programs.

**Do you support the current division of responsibility in which the Missile Defense Agency (MDA) is responsible for ballistic missile defense research and development and the services are responsible for procurement of ballistic missile defense systems?**

**Answer:** I generally understand that the division of responsibility between the Missile Defense Agency and the services was outlined by the Office of the Secretary of Defense, but lack the detailed knowledge to comment on this subject. If confirmed, I would examine this question more carefully.

**What steps do you believe the Navy needs to take to ensure that Aegis ships are available to provide radar coverage against potential missile attacks?**

**Answer:** Virtually all Aegis ships can be modified to allow them to track and engage ballistic missiles. The Secretary of Defense announced as part of his FY 2010 budget roll-out that the Navy would provide six more Aegis ships with these modifications. These would be in addition to the 18 ships already modified. At this time, I do not know if the Navy plans to convert more ships into ballistic missile defense ships. If confirmed, I will work to understand the requirements for ballistic missile defense ships and to ensure that the Navy fulfills these requirements.

## **Cruise Missile Defense**

**In your view, how serious is the cruise missile threat to the Navy?**

**Answer:** Very serious. Cruise missiles such as the SS-N-27 Sizzler are extremely difficult targets for fleet defenses. Moreover, as the attack on the Israeli corvette *Hanit* during the 2006 Lebanon War demonstrates, cruise missiles are proliferating even to non-state actors. Anti-ship cruise missiles are an enduring threat to naval forces.

**If confirmed, what actions would you take to ensure that the Navy is adequately addressing this threat?**

**Answer:** The Navy's Naval Integrated Fire Control-Counter-air Program (NIFC-CA), which includes such components as the cooperative engagement capability (CEC), E-2D Advanced Hawkeye, and SM-6 extended range active missile is designed to counter advanced cruise missile and air threats. However, I have not had the opportunity to be fully briefed on these programs, and thus am not in a position to opine on the specific steps needed to ensure a robust defense. If confirmed, I will work with the Secretary of the Navy and the Chief of Naval Operations to support the development and fielding of these and other capabilities needed to meet this important mission.

## **Navy Force Structure**

**The Chief of Naval Operations has publicly stated that the Navy has a requirement for 313 ships.**

**Do you agree with this requirement?**

**Answer:** Since 1993, the stated requirements for the Navy's total ship battle force (TSBF) have fluctuated in a narrow band between 305 and 346 ships, with an average requirement of 318-319 ships. The current requirement for 313 ships came out of the 2006 QDR. The 2009 QDR will produce its number. If confirmed, I hope to take an active role in helping to determine what this number should be, and to help the Secretary of the Navy ensure the Navy's force structure requirements are fully articulated to OSD and Congress.

**How would that goal change by implementing Secretary Gates' plan to reduce aircraft carrier force structure from 11 to 10?**

**Answer:** My understanding of the recommendation specified by Secretary Gates is that the Navy's aircraft carrier force structure could drop from 11 to 10 in the 2040 timeframe. As this change would not take place for 30 years, it would be too early to

assess force structure changes that would result from a reduction in aircraft carriers. If confirmed, I will support the Secretary of the Navy in his efforts to determine the required Navy force structure for the future.

### **Science and Technology Program**

**Do you believe that the current balance between short- and long-term research is appropriate to meet current and future Department of the Navy needs?**

**Answer:** I have not yet been briefed on the current balance between short-term and long-term research, so cannot comment on it. As a general principal, however, I believe a robust R&D effort is vital to the future health of the Navy and Marine Corps team. If confirmed, I will work with the Secretary of the Navy to maintain a robust Departmental R&D program, and to evaluate our Navy's Science and Technology Program to ensure an appropriate funding and balance.

**If confirmed, what direction would you provide regarding the importance of innovative defense science in meeting Navy and Marine Corps missions?**

**Answer:** I firmly believe that innovative, high payoff research is an integral part of any science and technology investment portfolio. If confirmed, I would work with the Secretary of the Navy and the Department's Science and Technology Corporate Board (Vice-Chief of Naval Operations, Assistant Commandant of the Marine Corps, and ASN RD&A) to ensure the Department of the Navy has adequately addressed this critical area. I would also work closely with the Director of DARPA, the Office of Naval Research, industry, and academia to leverage their technology investments.

**If confirmed, what guidance would you give to ensure research priorities that will meet the needs of the Navy and Marine Corps in 2020?**

**Answer:** If confirmed, I will provide guidance to ensure that a balanced program of science and technology investment is created.

### **Military Space**

**Do you believe that the current Department of Defense management structure for space programs sufficiently protects Navy space equities?**

**Answer:** I cannot yet answer this question. However, the Navy and Marine Corps both depend heavily on spaced-based combat support, and I have a keen interest and background in military space systems and operations. If confirmed, I will examine this matter closely.

**In your view, how actively should the Navy be engaged in the management of space programs?**

**Answer:** Very actively. Our cadre of naval space experts have long played a critical role in ensuring space systems are appropriately prioritized and realized within both the Department of Defense and the Department of the Navy.

**In your view, is the Navy adequately involved in the requirements process for space programs?**

**Answer:** I believe so. I do know DoN space experts are involved in the Joint Capabilities and Development System (JCIDS) and the National Security Space acquisition process. However, if confirmed, I will ensure that the Navy is fully involved in the requirements process.

**What is the Navy's appropriate long-term role in space systems, other than as a user of space information and products?**

**Answer:** Space has long been and will remain critical to naval warfighting. The DON has been in the forefront of operationalizing space. For example, the DoN currently leads the next generation narrowband system acquisition, Mobile User Objective System (MUOS). DON also contributes with joint space S&T/R&D initiatives, Naval Observatory enabling efforts as the provider of precise time and positional data to GPS and other space assets, and direct participation in the National Reconnaissance Office. If confirmed, I will work to make sure the Navy continues its long tradition in developing operational space systems and new applications for space-based combat support.

## **Joint Operations**

**If confirmed, what recommendations, if any, would you have for improving joint force integration?**

**Answer:** Joint Force Integration is essential for effective war fighting. If confirmed, I will work with the Secretary of the Navy to ensure a continual focus on joint integration as well as the importance of commonality and interoperability across all services to include the Joint Professional Military Education (JPME) necessary to develop future joint force commanders. I will also work to expand inter-service relationships, such as pursuing new AirSea battle doctrine.

## **Investment in Infrastructure**

**Witnesses appearing before the Committee in recent years have testified that the military services under-invest in their facilities compared to private industry standards. Decades of under-investment in installations has led to increasing backlogs of facility maintenance needs, substandard living and working conditions, and has made it harder for the Services to take advantage of new technologies that could increase productivity.**

**Do you believe the Department of the Navy is investing enough in its infrastructure? Please explain.**

**Answer:** I have not had an opportunity to focus on the Navy's overall infrastructure investments. If confirmed, I will work with the Secretary of the Navy to ensure appropriate resources are directed to enhancing existing and future infrastructure projects.

## **Acquisition Issues**

**What are your views regarding the need to reform the process by which the Department of the Navy acquires major weapons systems? If confirmed, what steps would you recommend to improve that process?**

**Answer.** Acquisition reform is a top priority for President Obama and Secretary Gates. I understand the Department of the Navy has already taken significant steps to improve the acquisition process for major weapons systems such as by implementing a new 6 gate/2 pass system. If confirmed, I will work to ensure that this 6 gate/2 pass system provides adequate oversight and flexibility for DoN acquisition efforts, and will work with OSD, the Secretary of the Navy, Congress and industry to pursue continual improvement in the DoN acquisition enterprise.

**Department-wide, nearly half of the Department of Defense's 95 largest acquisition programs have exceeded the so-called "Nunn-McCurdy" cost growth standards established in section 2433 of title 10, United States Code. The cost overruns on these major defense acquisition programs now total \$295 billion over the original program estimates, even though the Department has cut unit quantities and reduced performance expectations on many programs in an effort to hold costs down. Many of those programs are being executed by the Department of the Navy.**

**What steps, if any and if confirmed, would you take to address the out-of-control cost growth on the Department of the Navy's major defense acquisition programs?**

**Answer.** The aforementioned 6 gate/2 pass system, has a system to control program cost growth. However, I am not aware of the details of this system, or if it is adequate enough to prevent future cost growth. If confirmed, one of my top priorities will be to review the system and to ensure that the Navy receives any negotiated system, item or service on

time and on cost.

**What principles will guide your thinking on whether to recommend terminating a program that has experienced “critical” cost growth under Nunn-McCurdy?**

**Answer.** I agree with Secretary Gates that programs that consistently under perform or are over cost should be immediately eyed for termination. In the coming budget environment, programs that experience critical cost growth under Nunn-McCurdy should be kept only if there is a clear and compelling need for the program, and there are no alternatives readily available. If confirmed, should a program experience a critical Nunn/McCurdy breach, I will work with senior leaders within the Department to thoroughly review and determine if termination or continuation is in the best interest of the warfighter and the taxpayer.

**Many experts have acknowledged that the Department of Defense may have gone too far in reducing its acquisition work force, resulting in undermining of its ability to provide needed oversight in the acquisition process. Do you agree with this assessment? If so, what steps do you believe the Department of the Navy should take to address this problem?**

**Answer.** I agree that the Navy cut back its design and acquisition workforce too far, which caused it to lose its “technical authority.” As I understand it, the Navy has taken significant steps to increase its acquisition workforce. If confirmed, I will work with senior Navy leadership to identify gaps and needs and allocate the appropriate resources to bridge those gaps. If confirmed, adequate oversight in the acquisition process will be a top priority for me.

**Section 852 of the National Defense Authorization Act for Fiscal Year 2008 establishes an Acquisition Workforce Development Fund to provide the resources needed to begin rebuilding the Department’s corps of acquisition professionals.**

**Do you believe that a properly sized workforce of appropriately trained acquisition professionals is essential if the Navy is going to get good value for the expenditure of public resources?**

**Answer.** Yes.

**What steps do you expect to take, if confirmed, to ensure that the Navy makes appropriate use of the funds made available pursuant to section 852?**

**Answer.** If confirmed, I will work with senior Departmental leaders to identify the most

appropriate usages of these funds by reviewing the needs identified by the warfighter and Navy programs.

**Would you agree that shortened tours as program managers can lead to difficulties in Acquisition programs? If so, what steps would you propose to take, if confirmed, to provide for stability in program management?**

**Answer.** Yes. Leadership consistency is a very important part of a program's success. I understand that the Navy is working to provide longer tours for Program Managers. If confirmed, I will review these decisions to ensure we maintain leadership consistency and thereby help ensure success of specific programs.

**Major defense acquisition programs in the Department of the Navy and the other military departments continue to be subject to funding and requirements instability. Do you believe that instability in funding and requirements drives up program costs and leads to delays in the fielding of major weapon systems? What steps, if any, do you believe the Navy should take to address funding and requirements instability?**

**Answer.** Instability of any kind can impact a program. I understand that the Navy has implemented the 6 gate/2 pass system to provide requirements review to avoid instability in a program. If confirmed, I will work with the senior Navy leaders currently working requirements and funding issues to ensure maximum stability for Navy programs.

**The Comptroller General has found that DOD programs often move forward with unrealistic program cost and schedule estimates, lack clearly defined and stable requirements, include immature technologies that unnecessarily raise program costs and delay development and production, and fail to solidify design and manufacturing processes at appropriate junctures in the development process. Do you agree with the Comptroller General's assessment? If so, what steps do you believe the Department of the Navy should take to address these problems?**

**Answer.** I understand that unrealistic program costs and schedules, along with unclear requirements can cause delay and costs increases. I am aware of the Navy's 6 gate/2 pass system that was implemented to avoid these very issues. If confirmed, my priority will be working matters regarding the Navy's ability to obtain the negotiated for item or service at the cost and date needed.

**By some estimates, the Department of Defense now spends more money every year for the acquisition of services than it does for the acquisition of products, including major weapon systems. Yet, the Department places far less emphasis on staffing, training, and managing the acquisition of services than it does on the acquisition of**

**products. What steps, if any, do you believe the Navy and Marine Corps should take to improve the staffing, training, and management of its acquisition of services? Do you agree that the Navy and Marine Corps should develop processes and systems to provide managers with access to information needed to conduct comprehensive spending analyses of services contracts on an ongoing basis?**

**Answer.** The use of service contracts has grown. I understand that the Navy has taken action to ensure more oversight with regard to service contracts. If confirmed, I will work with Navy officials to ensure that there is proper oversight on service contracts and that appropriate training is provided to those individuals providing the oversight.

**The last decade has seen a proliferation of new types of government-wide contracts and multi-agency contracts. The Department of Defense is by far the largest ordering agency under these contracts, accounting for 85 percent of the dollars awarded under one of the largest programs. The DOD Inspector General and others have identified a long series of problems with interagency contracts, including lack of acquisition planning, inadequate competition, excessive use of time and materials contracts, improper use of expired funds, inappropriate expenditures, and failure to monitor contractor performance. What steps, if any, do you believe the Navy and Marine Corps should take to ensure that its use of interagency contracts complies with applicable DOD requirements and is in the best interests of the Department of the Navy?**

**Answer.** If confirmed, I will review the Navy's usage of interagency contracts and will work to ensure appropriate oversight and compliance with DOD requirements.

**In the Budget Blueprint that supports the FY2010 Presidential Budget Request, the Administration committed to "set[ting] realistic requirements and stick[ing] to them and incorporat[ing] 'best practices' by not allowing programs to proceed from one stage of the acquisition cycle to the next until they have achieved the maturity to clearly lower the risk of cost growth and schedule slippage." If confirmed, what steps would you recommend to help ensure that the Department makes good on this commitment?**

**Answer.** I am aware of the Navy's 6 gate/2 pass process that was developed to establish set requirements and costs. If confirmed, I will utilize that process to review programs and ensure defined requirements and costs to avoid cost growth and delay.

**Recent Congressional and Department of Defense initiatives have attempted to reduce technical and performance risks associated with developing and producing major defense acquisition programs, including ships, so as to minimize the need for cost-reimbursable contracts. Do you think that the Department should move**

**towards more fixed price-type contracting in developing or procuring major defense acquisition programs? Why or why not?**

**Answer.** I believe that the usage of fixed or cost-type contracts must be made on a program-by-program decision. If confirmed, I will work closely with Navy officials to ensure the appropriate contract type is utilized.

**Section 811 of the National Defense Authorization Act for Fiscal Year 2008 amended section 2306b of title 10, United States Code to ensure that the Department of Defense enters multiyear contracts only in cases where stable design and stable requirements reduce risk, and only in cases where substantial savings are expected. The revised provision requires that data be provided to Congress in a timely manner to enable the congressional defense committees to make informed decisions on such contracts.**

**What types of programs do you believe are appropriate for the use of multi-year contracts?**

**Answer.** In general, I support multi-year contracts when they make sense, as they help to generate substantial savings. If confirmed, I will work with Navy's acquisition enterprise to identify those programs where multi-year contracts provide the best value for the Department and American taxpayer, and are consistent with other Departmental priorities.

**Under what circumstances, if any, do you believe that a multiyear contract should be used for procuring Navy weapons systems that have unsatisfactory program histories, e.g., displaying poor cost, scheduling, or performance outcomes?**

**Answer.** I do not feel ready to offer a definitive opinion on this question. If confirmed, I will work with Department of Defense and Navy acquisition professionals to determine when to use multi-year contracts.

**If confirmed, will you ensure that the Navy and the Marine Corps fully comply with the requirements of section 2306b of title 10, United States Code, as amended by section 811 of the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181) with respect to programs that are forwarded for authorization under a multiyear procurement contract?**

**Answer.** Yes.

**The statement of managers accompanying Section 811 of the National Defense Authorization Act for Fiscal Year 2008 addresses the requirements for buying major defense systems under multiyear contracts as follows: “The conferees agree that ‘substantial savings’ under section 2306b(a)(1) of title 10, United States Code, means savings that exceed 10 percent of the total costs of carrying out the program through annual contracts, except that multiyear contracts for major systems providing savings estimated at less than 10 percent should only be considered if the Department presents an exceptionally strong case that the proposal meets the other requirements of section 2306b(a), as amended. The conferees agree with a Government Accountability Office finding that any major system that is at the end of its production line is unlikely to meet these standards and therefore would be a poor candidate for a multiyear procurement contract**

**If confirmed, under what circumstances, if any, do you anticipate that you would support a multiyear contract with expected savings of less than 10 percent?**

**Answer.** I do not feel ready to offer a definitive opinion on this question. If confirmed, I will work with Department of Defense and Navy acquisition professionals to determine when to use multi-year contracts.

**If confirmed, under what circumstances, if any, would you support a multiyear contract for a major system at the end of its production line?**

**Answer.** Again, if confirmed, I would approach this question on a case-by-case basis and rely on the advice of Department of Defense and Navy acquisition professionals to determine when to use multi-year contracts.

**What is your understanding of the new requirements regarding the timing of any Department of Defense request for legislative authorization of a multiyear procurement contract for a particular program?**

**Answer.** I have not been briefed on these requirements.

**What steps will you take, if confirmed, to ensure that the Navy complies with 10 USC section 2366a, which requires that the Milestone Decision Authority for an MDAP certify that critical technologies have reached an appropriate level of maturity before Milestone B approval?**

**Answer.** I have not fully reviewed this requirement and am not in the position to provide an opinion. However, if confirmed, I intend to work closely with Department of Defense and Navy acquisition professionals to develop a world-class Navy acquisition enterprise that is fully compliant with associated laws.

**The Under Secretary of Defense for Acquisition, Technology and Logistics has issued a memorandum directing that the largest DOD acquisition programs undergo competitive prototyping to ensure technological maturity, reduce technical risk, validate designs, cost estimates, evaluate manufacturing processes, and refine requirements.**

**Do you support that requirement?**

**Answer.** Yes.

**What steps will you take, if confirmed, to ensure that the Navy complies with this new requirement?**

**Answer.** If confirmed, I will work closely with Department of Defense and Navy acquisition professionals to develop a world-class Navy acquisition enterprise that is fully compliant with all associated laws and requirements.

### **United Nations Convention on the Law of the Sea**

**The United Nations Convention on the Law of the Sea (UNCLOS) is currently pending in the Senate.**

**What are your views on U.S. accession to UNCLOS?**

**Answer:** I strongly support accession to the Law of the Sea Convention. Remaining a non-party undermines our ability to further U.S. national security interests.

**From a national security standpoint, what do you see as the advantages and disadvantages to being a party to UNCLOS?**

**Answer:** There are many National Security advantages to acceding to the Law of the Sea Convention. Joining the Law of the Sea Convention will codify navigational rights, assist in the expansion of the Proliferation Security Initiative, and expand our enforcement authorities under international law.

## **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?**

**Answer: 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 Under Secretary of the Navy?**

**Answer: 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?**

**Answer: 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?**

**Answer: Yes.**