

Advance Policy Questions for Michael McCord
Nominee to be Principal Deputy Under Secretary of Defense (Comptroller)

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?

- I believe the Goldwater-Nichols Act was and continues to be an important and effective defense reform enacted by Congress. At this time, I do not see any need for modifications. However, if confirmed, I will keep an open mind regarding changes.

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

- I do not see any need for modifications at this time.

Relationships

What is your understanding of the relationship between the Principal Deputy Under Secretary of Defense (Comptroller) and each of the following?

The Secretary of Defense

- The Under Secretary of Defense (Comptroller) is the principal assistant and advisor to the Secretary and Deputy Secretary of Defense on fiscal and budgetary matters. If confirmed, I would support the Secretary in any aspect of the responsibilities of the Comptroller that the Secretary or the Comptroller may prescribe.

The Deputy Secretary of Defense

- If confirmed, I would support the Deputy Secretary in any matter within the purview of the Comptroller that the Deputy Secretary or the Comptroller may prescribe.

The Under Secretary of Defense (Comptroller)

- The Principal Deputy supports the Under Secretary in all aspects of his responsibilities. As Principal Deputy, I perform such tasks as the Comptroller directs, and act for the Comptroller as needed, and would continue to do so if confirmed.

The other Under Secretaries of Defense

- If confirmed, I will work closely with the other Under Secretaries, as directed by the Comptroller, the Secretary, or the Deputy Secretary, to carry out the policies and guidance of the Secretary and Deputy Secretary.

The Chairman of the Joint Chiefs of Staff

- If confirmed, I intend to work closely with the Chairman, the Vice Chairman, and the Joint Staff on resource and financial management issues.

The Secretaries of the Military Departments

- If confirmed, I would work with the Secretaries of the Military Departments on a wide range of resource allocation, execution, and other financial management issues. Much of this work is carried out through interactions with their Assistant Secretaries for Financial Management, as described below.

The heads of the defense agencies

- As the Department's Comptroller and Chief Financial Officer, the Under Secretary works closely with the heads of the defense agencies, and specifically, with our financial management counterparts in those agencies. If confirmed, I will perform such duties in support of these efforts as the Comptroller may direct.

The Assistant Secretaries for Financial Management of the Military Departments

- The Comptroller and I meet with regularly with these Assistant Secretaries to ensure that they are aware of the President's and the Secretary of Defense's policies and priorities, to exchange information, and to assist them in contributing to the successful development and implementation of effective DoD policies and programs.

The General Counsel of the Department of Defense

- The Office of the Under Secretary of Defense (Comptroller), including the Comptroller and the Principal Deputy, work closely with the Office of the General Counsel on a daily basis, in particular on matters that require decisions by the

Secretary or Deputy Secretary of Defense. I will, if confirmed, rely on the General Counsel, who is the Chief Legal Officer of the Department of Defense, on all legal matters, and will consult and coordinate with the General Counsel on all matters relating to financial management that may have legal implications.

The Director, Office of Program Analysis and Evaluation

- The Office of the Under Secretary of Defense (Comptroller), including the Comptroller, the Principal Deputy, and our career staff, work closely with the Director and the Office of Cost Assessment and Program Evaluation throughout the program and budget review process.

The Deputy Chief Management Officer

- If confirmed, I would, as directed by the Comptroller, establish an appropriate relationship with the Deputy Chief Management Officer, once an official is confirmed to that position, and work to improve management of the Department's complex operations and organization. I anticipate the greatest interaction between our organizations would lie in the realm of financial management, the systems that provide management information, particularly financial management information, and the development of appropriate metrics in those areas.

The Director for Force Structure, Resources, and Assessment on the Joint Staff

- The Office of the Under Secretary of Defense (Comptroller), including the Comptroller and the Principal Deputy, have and will maintain a close working relationship with the office of the Director for Force Structure, Resources, and Assessment of the Joint Staff, in particular with respect to matters relating to operating tempo, force structure, and overseas contingency operations.

The Director, Office of Management and Budget

- The Office of the Under Secretary of Defense (Comptroller), including the Comptroller and the Principal Deputy, have and will maintain a close working relationship with the Office of Management and Budget. That relationship is carried out primarily through near-daily interaction with the National Security Division of OMB.

The Comptroller General

- If confirmed, I would perform such duties with respect to interactions with the Comptroller General and the Government Accountability Office regarding DoD matters as the Comptroller may prescribe for me.

Duties of the Principal Deputy Under Secretary of Defense (Comptroller)

The Deputy Under Secretary of Defense (Comptroller) assists the Under Secretary of Defense (Comptroller) in the performance of his or her duties and acts for him when the Under Secretary is absent. The duties of the Comptroller of the Department of Defense are set forth in Section 135 of Title 10, United States Code, and in DOD Directive 5118.3. Among the duties prescribed in statute are advising and assisting the Secretary of Defense in supervising and directing the preparation of budget estimates of the Department of Defense, establishing and supervising Department of Defense accounting policies, and supervising the expenditure of Department of Defense funds.

Assuming you are confirmed, what duties do you expect that Secretary Gates and Under Secretary Hale will prescribe for you?

- To assist the Comptroller in providing high quality, timely advice to the Secretary of Defense and Deputy Secretary on issues related to the financial management of the Department.
- To assist the Comptroller in ensuring that the men and women in the military services, especially those engaged in overseas contingency operations, have the resources they need to meet national security objectives.
- To assist the Comptroller in ensuring that funds are spent in accordance with laws and regulations and that the American taxpayers get the best possible value for their tax dollars.
- To assist the Comptroller in accounting in an accurate manner for the funds spent by the Department.
- To serve as the Department's Senior Accountable Official for implementation of the American Recovery and Reinvestment Act of 2009.

What background and experience do you possess that you believe qualifies you to perform the duties of the Principal Deputy Under Secretary of Defense (Comptroller)?

- I was appointed to the position for which I have been nominated in January, 2009, and have now served in that position for 14 months. I believe my experience performing the duties of the position for which I have been nominated, and the manner in which I have performed those duties, demonstrates my qualification for this position.
- I have more than 25 years of experience in the field of defense budget and financial management analysis including:
 - 21 years as a Professional Staff member of the Senate Armed Services Committee overseeing the DoD budget, including many of the same issues that I continue to work on, from a different perspective, in the Department of Defense, including

funding the cost of overseas contingency operations, analysis of the fiscal impact of legislation, reprogramming of funds to meet emerging needs, questions of fiscal law and financial management, the analysis of alternative courses of action with respect to specific programs, and knowledge of the federal budget process.

- Two years at the Congressional Budget Office working as an analyst performing tasks very similar to those performed by the staff of the Office of the Under Secretary of Defense (Comptroller).
- Service on the staff of the House Budget Committee working topline funding issues for both DoD and Veterans Affairs, which enhanced my understanding of benefit issues and the areas of interaction between the two Departments, as well as the analysis of the cost of contingency operations and the overall federal budget process.

Do you believe that there are any steps that you need to take to enhance your expertise to perform these duties?

- I believe I can continue to increase my expertise by continuing to gain experience on current, specific DoD budget and financial management issues.

Chief Financial Officer

DOD Directive 5118.3 designates the Comptroller as the Chief Financial Officer of the Department of Defense.

Has Secretary Gates designated Under Secretary Hale as the Chief Financial Officer of the Department of Defense?

- Yes.

If so, what role do you expect to play, if confirmed, in assisting Secretary Hale with these duties and acting for him when he is absent?

- To assist the Comptroller/Chief Financial Officer in overseeing all financial management activities relating to the programs and operations of DoD;
- To assist the Comptroller/Chief Financial Officer in developing and maintaining integrated agency accounting and financial management systems;
- To assist the Comptroller/Chief Financial Officer in managing and providing policy guidance and oversight of DoD's financial management personnel, activities, and operations;
- To assist the Comptroller/Chief Financial Officer in preparing audited financial statements; and

- To assist the Comptroller/Chief Financial Officer in monitoring the financial execution of budgets.

Major Challenges

In your view, what are the major challenges confronting the Principal Deputy Under Secretary of Defense (Comptroller)/Chief Financial Officer?

- To prepare and manage defense budgets so that the Department obtains the resources necessary to accomplish national security objectives -- especially the resources needed to meet wartime requirements and for our military forces to successfully conduct their operations.
- Responding to the needs of our operational commanders for additional resources or flexibility within the constraints imposed by laws and regulations.
- Improving the financial information most needed by DoD managers.
- Managing our workforce through the challenges of converting out of the National Security Personnel System.

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

- If confirmed, I will work closely with other senior officials in DoD and the Comptroller staff, military departments, defense agencies, Office of Management and Budget, and Congress to develop policies to meet these challenges.
- I will also provide strong leadership and support for our staff in meeting these priorities of the Comptroller.

Authorization for National Defense Programs

Do you believe that an authorization pursuant to section 114 of Title 10, U.S. Code, is necessary before funds for operation and maintenance, procurement, research and development, and military construction may be made available for obligation by the Department of Defense?

- It has been the Department's practice to work with all the oversight committees to resolve matters relating to the authorization or appropriation of DoD activities. If confirmed, I will respect the prerogatives of the Department's oversight committees and will work closely with the committees to achieve a consensus necessary to meet our defense needs.

Supplemental Funding for Military Operations

Since September 11, 2001, the Department of Defense has paid for much of the cost of ongoing military operations through supplemental appropriations. The FY 2010 and FY 2011 budget included full-year requests for overseas contingency operations.

What are your views regarding the use of supplemental appropriations to fund the cost of ongoing military operations?

- The Department and the Administration are striving to eliminate the use of planned supplemental funding and have worked hard to put known requirements for ongoing operations into the overseas contingency operations portion of the budget request and to limit the use of supplementals to unanticipated needs.
- The primary focus of this effort is to estimate the requirements for the budget year as accurately possible. As a general rule, I do not believe it is possible to achieve that same standard of accuracy for the outyear projections.

Program and Budget Review

The Department has operated under a planning, programming and budget (PPBS) system for decades. The programming and budgeting functions have sometimes been combined in a single reporting chain and at other times, as is currently the case, been run by distinct offices (Program Analysis and Evaluation and the Comptroller, respectively) that report separately to the Secretary of Defense. The program and budget review processes have also been revised in recent years and have been made more concurrent than was previously the case.

Based on your experience working in the Comptroller's office for the last year, what are your views on the proper relationship between the program and budget processes and the offices responsible for those functions?

- I believe there must be regular and effective coordination and communication between the Comptroller and Cost Assessment and Program Evaluation organizations. I believe both organizations have an important role to play in the PPBS system.

What role do you expect to play, if confirmed, in the PPBS system and the program and budget review processes?

- If confirmed, I would represent the Office of the Under Secretary of Defense (Comptroller) in any or all parts of the program and budget review process as directed by the Comptroller.

Do you anticipate changes in these relationships and processes?

- The Department is currently assessing potential changes to the PPBS process. Those decisions will be made by the Secretary and Deputy Secretary.

Management of Defense Spending

In November of 2008, the Government Accountability Office (GAO) released its list of “urgent issues” for the next Administration and Congress. Among those issues was defense spending. According to the GAO, “The department’s current approach to planning and budgeting is based on overly optimistic planning assumptions and lacks a strategic, risk-based framework for determining priorities and making investment decisions. As a result, it continues to experience a mismatch between programs and budgets, and it does not fully consider long-term resource implications and the opportunity cost of selecting one alternative over another.” Since GAO published that statement the Defense Department has crafted two budgets and completed the 2009 Quadrennial Defense Review.

What are your views on the concerns raised by the GAO?

- The concerns raised by GAO are valid, and this Administration has taken action to establish a new approach to planning and budgeting. Congress has also mandated reforms in this area in the Weapon Systems Acquisition Reform Act of 2009 which I believe will, when fully implemented, improve our future outcomes.
- The Quadrennial Defense Review and related studies give us a strategic, risk-based framework for determining priorities and making investment decisions. Our program-budget process has incorporated those priorities into our FY 2011 budget request, and will continue those efforts in future budgets.
- DoD also is doing much more to consider long-term resource implications and opportunity costs, e.g., by more rigorous analysis by our Cost Assessment and Program Evaluation office in partnership with our Comptroller staff.

Has the Office of Comptroller addressed these issues over the last year?

- Yes. Besides the general actions highlighted above, there are several specifics:
- To make better use of acquisition funding, the Department has taken some bold action, beginning with the Secretary’s decision last year to discontinue several unneeded or underperforming programs, including the F-22, and to focus on achieving a better balance between capabilities needed to succeed in the wars we are in and capabilities needed to prepare for potential future conflicts. This approach has continued in the FY 2011 budget request, which proposes to cancel the Joint Strike Fighter alternate engine and end further production of the C-17 aircraft.
- The Department has also invigorated the acquisition reform process by taking steps to strengthen the acquisition workforce and improve contract execution. The objective is to provide our warfighters with the capabilities they need while also serving as good stewards of taxpayer dollars.

Are there additional efforts that need to be taken that with respect to those aspects of the management of the Department that are within the purview of the Comptroller that may be relevant to the concerns raised by the GAO?

- Yes, we need to continue our efforts to scrutinize requirements, costs, schedules, and program direction – in cooperation with other DoD offices – to manage defense spending effectively.

Earmarks

On January 29, 2008, President Bush signed Executive Order 13457, which stated that agency decisions to commit, obligate, or expend funds may not be “based on language in any report of a committee of Congress, joint explanatory statement of a committee of conference of the Congress, statement of managers concerning a bill in the Congress, or any other non-statutory statement or indication of views of the Congress, or a House, committee, Member, officer, or staff thereof.”

What is your understanding of the current status of Executive Order 13457 (has it been rescinded or modified)?

Executive Order 13457 has not been rescinded or modified by the current Administration. Until the President rescinds or modifies the Executive Order, it is still in effect.

What is your understanding of the current direction from the White House on earmarks?

The President believes that transparency is crucial to improving government. The President outlined his principles for earmark reform on March 11, 2009. Two key principles of his approach are maximizing the transparency of earmarks and the use of competition in earmarks for for-profit entities. I believe the Congress has taken significant steps on earmark reform in the past few years, in particular to increase such transparency. As a member of the staff of the Armed Services Committee, I personally participated in implementing some of the transparency reforms undertaken by the Congress in recent years such as the inclusion of the disclosure tables for member requests beginning with the fiscal year 2008 authorization bill.

If confirmed, what steps would you expect to take to ensure that DOD abides by congressional funding decisions and that funds available to the Department are expended only for the purposes for which they have been appropriated?

If confirmed, I will work to ensure that the Department of Defense carries out funding decisions in accordance with the law.

Funding Tables

The 2010 Defense Authorization Act included funding tables in both report and bill language. Concern has been expressed that incorporating funding tables into the bill could limit the flexibility of the Department of Defense to transfer funds to meet emerging high-priority needs.

What is your view on funding tables in the text of bills authorizing and appropriating funds for the Department of Defense?

- The Department does require flexibility. No matter how carefully we prepare our budget, requirements change. The Department should continue to work with the Congress to seek the right balance of DoD flexibility and congressional oversight.

Chief Management Officer

The positions of Chief Management Officer (CMO) of the Department of Defense and Deputy Chief Management Officer (DCMO) of the Department of Defense were established by section 904 of the National Defense Authorization Act for Fiscal Year 2008. In accordance with section 904, the purpose of these new positions is to improve the overall efficiency and effectiveness of the business operations of the Department of Defense and to achieve an integrated management system for business support areas within the Department of Defense.

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

- I think an effective architecture and transition plan to guide the needed overhaul of DoD business systems should be our goal. The more ambitious the goal, however, the more difficult it is likely to be to achieve.

What is your understanding of the role of the Comptroller in implementing such a business enterprise architecture and transition plan?

- To work with and support the CMO and DCMO in building such an architecture and transition plan.
- In implementing the architecture and plan, the Comptroller would have a key role for the areas of its responsibilities – notably, budgeting and financial management.

Do you believe that the Department needs senior leadership from a CMO and DCMO to cut across stovepipes and ensure the implementation of a comprehensive, integrated, enterprise-wide architecture for its business systems?

- Yes.

Over the last year, how has the Comptroller's office worked with the CMO and the DCMO to improve the business operations of the Department of Defense?

- The President has pledged to bring change to Washington, and we at DoD are working to carry out his policies such as increasing the transparency of government. A key first step in this effort has been to promulgate this Administration's management priorities, which include the High Priority Performance Goals contained in the FY2011 budget request and the Deputy Secretary's Strategic Management Plan. The Office of the Under Secretary of Defense (Comptroller) has worked with the DCMO office on those goals and management priorities that fall within our purview.

Are there responsibilities performed by the Comptroller that you believe should be reassigned to the Chief Management Officer or the Deputy Chief Management Officer of the Department of Defense?

- I believe that once an official is confirmed as the first Deputy Chief Management Officer (DCMO), it would be appropriate for our office to work with the DCMO office to address any gaps or areas of overlap and to make such changes in our respective charters as may be mutually agreed.

Are there responsibilities performed by the Chief Management Officer that you believe should be performed by the Comptroller?

- No, not that I have identified so far in my tenure here, but my answer to the previous question applies here as well.

Incremental Funding versus Full Funding

Do you believe the Department of Defense should continue to adhere to the long-standing practice of fully funding the purchases of major capital assets, including ships and aircraft, in the year the decision to purchase the asset is made, or do you believe incremental funding of such purchases is justified in some cases?

- Yes, I agree with longstanding Office of Management and Budget policy on full funding. However, I believe incremental funding may be appropriate in limited circumstances – such as for aircraft carrier procurement or for large, complex construction projects such as hospitals that take several years to complete.

Financial Management

What is your understanding of the efforts and progress that have been made in DOD since 1999 toward the goal of being able to produce a clean audit?

- I believe DoD is making progress toward a clean audit. The large trust funds for retiree benefits and several Defense Agencies have received positive audit results. Recently the U.S. Army Corps of Engineers earned a clean audit opinion and the US Marine Corps' Statement of Budgetary Resources is currently under audit.
- There is, however, a substantial amount of work still to do, including efforts to address some of the most difficult problems. The Department recently implemented a new strategy to achieve a clean audit that focuses improvement efforts on the financial information most used to manage. If confirmed, I will pursue appropriate actions to ensure continued progress toward meeting clean audit goals.

Do you believe the Department's Financial Improvement and Audit Readiness (FIAR) plan will lead to achieving a clean audit opinion for the Department of Defense, or are changes in that plan necessary in order to achieve that goal?

- The Department's progress toward achieving a clean audit opinion has been slower than we would like. The Department needs to agree on common goals and priorities in the audit readiness area. Toward that end, last August the Comptroller issued his guidance to the Department on his audit priorities. Our office is implementing this new approach, which is focused on improving the quality, accuracy and reliability of the financial and asset information that we use every day to manage the Department. Specifically, we plan to focus initially on two types of information – budgetary information and the existence and completeness of assets. It is too early to assess whether further changes will be needed to achieve this goal.

What are the roles and responsibilities of the Office of the Comptroller toward realizing a clean audit?

- The Under Secretary of Defense (Comptroller) provides the vision, goals, and priorities of the FIAR Strategy. We then work with the Military Services and Defense Agencies to make the process and system improvements needed to achieve financial management improvement and clean audits. The Comptroller organization supports the components and is charged with the responsibility of managing development and implementation of DoD-wide financial management systems and overseeing financial management activities relating to the programs and operations of the DoD.
- The OUSD(C)'s oversight responsibilities relevant to a clean audit include: (1) holding Components accountable for meeting DoD financial management improvement goals; (2) establishing financial management policies for the DoD including its Reporting Entity parts; (3) ensuring compliance throughout the DoD with applicable accounting policy, standards and principles, as well as financial information and systems functional standards; (4) establishing, reviewing, and enforcing internal control policies, standards, and compliance guidelines involving financial management; (5) providing oversight of financial management activities and operations including preparation and revision of the FIAR Plan Status Report.

What role do you expect to play, if confirmed, in the Department's efforts to achieve a clean audit?

- If confirmed, I would perform such duties with respect to these matters as the Comptroller may prescribe for me.

When do you believe the Department can achieve a clean audit?

- While many significant challenges remain we now have focused financial improvement and audit readiness efforts on information we use to manage. We believe that this makes the business case for improving financial information clear. The combination of this business case and increased resources will lead to better results. We are required to provide regular reports to Congress, and beginning with our May 2010 report the Comptroller will provide more details on the plan.

Fully Funding the Defense Health Program

For the fiscal years 2010 and 2011, Secretary Gates has recognized the importance of fully funding medical care requirements for military personnel, retirees and their families.

If confirmed, would you ensure that budget requests presented to Congress continue to fully fund all known medical requirements?

- If confirmed, I would do my utmost to ensure that DoD budget requests fully fund all known healthcare requirements.

Secretary Gates has also stated that he wishes to engage with Congress on ways to sustain the military health care benefit in the future, with the goal of achieving reasonable trade-offs between the cost of premiums and the cost of the program.

What is your understanding of the major cost drivers in the defense health program?

- Enrollment fees for the TRICARE Prime program have not been modified since its inception in fiscal year 1995.
- Increases in users – many beneficiaries are returning to the Military Healthcare System (MHS), opting to use their more generous TRICARE benefits versus using other health plans (e.g. other health insurance either through employer's or a spouse's plan);
- Increases in utilization – the MHS continues to see increases in the number of health care visits per user.

- Greater benefits authorized by Congress (e.g., TRICARE for Life and expanding TRICARE for Reservists).

If confirmed, what approach would you recommend to achieve the Secretary’s goal?

- If confirmed, I would recommend continuing to work closely with our Military Services and health care leaders to ensure that all healthcare requirements are identified and analyzed during each year’s program and budget review. Changes in health care policies also require a consensus with the Congress.

MyCAA Program Pause

The Department initiated The Military Spouse Career Advance Account Program, known as MyCAA, to help military spouses obtain credentials and training needed to begin or advance their careers, especially in high demand fields which are portable across communities. DOD abruptly halted the program on February 16, 2010, citing the need to conduct a review of “software applications, financial assistance documents and overall program.” Subsequent explanations indicated that the program had unexpectedly reached its budget threshold. It appears that inadequate financial management of the program may have been a root cause for the program's floundering.

What was the budget threshold for the MyCAA program in FY 2010 and what were the factors that led to rapid halting of the program?

- The amount budgeted for MyCAA in FY 2010 was \$65 million. This was a new program which began in March, 2009. There was no accurate way to gauge interest or participation levels when the FY2010 budget was built. After some months of lower participation, it is my understanding that participation rates started increasing substantially. The \$65 million budgeted for the program in FY 2010 proved to be inadequate to meet this higher demand. The participation levels increased to the point where the program was on the verge of exceeding the available funding.

What is your understanding of the fiscal health of the MyCAA program and the reasons that necessitated a pause in the program's operation?

- The fiscal health of the MyCAA program must be addressed quickly. The current program funding levels are inadequate to meet the demand.
- The pause was initiated by the MyCAA program office in order to limit the Department’s potential funding liability and to evaluate the program’s near-term funding options.
- We are currently preparing a reprogramming action to provide adequate funding for those spouses already enrolled in the program. We will need the assistance of the Congress to fully fund our current enrollees. We will monitor the program’s demand,

and will prepare another reprogramming action this fiscal year if necessary to ensure the fiscal health of the MyCAA Program.

What measures, if any, has the DOD Comptroller instituted to ensure the MyCAA program proceeds on a sound financial footing in the future?

- The DoD Comptroller and the Under Secretary of Defense (Personnel and Readiness) are currently working with other stakeholders on options to ensure the program is adequately funded in the future to meet the needs of the military spouses. In my view, the key to this effort is forecasting demand as accurately as possible.
- A longer-term solution may entail changes to the program parameters that allow for maximum participation within a more adequate fixed budget level. As we gain more experience with the program participation levels, further budget adjustments will be made to keep pace.

Tracking and Timeliness of DoD Reports

The responsibility for tracking Congressionally-required reports largely is the responsibility of the Under Secretary of Defense (Comptroller).

Based on your experience in both the legislative and executive branches, how do you evaluate DOD's current system for tracking, evaluating the sufficiency of reports required by Congress, and delivering required reports in a timely fashion?

- The Assistant Secretary of Defense for Legislative Affairs is responsible for tracking reports due to the Congress. I believe the tracking system is basically sound. Some of the reports are difficult to deliver within the stated deadlines given the scope of work required and the limits of the resources available to respond.
- The Department's response time could be improved. If confirmed, I intend to look for ways to make such improvements.

If confirmed, would you support efforts on behalf of the Department to review current reporting requirements and, where appropriate, recommend elimination of reporting requirements?

- Yes. Both Congress and DoD would benefit from eliminating unneeded reports.

If so, how would you intend to implement such a plan in order to achieve efficiencies?

- I would recommend that Congress and DoD each identify reporting requirements that seem unnecessary and seek agreement on eliminating them.

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 Principal Deputy Under Secretary of Defense (Comptroller)?

- 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 of any good faith delay or denial in providing such documents?

- Yes.