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Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONDUCT A CONFIRMATION HEARING ON
THE EXPECTED NOMINATION OF:
HONORABLE DAVID L. NORQUIST
TO BE DEPUTY SECRETARY OF DEFENSE

Wednesday, July 24, 2019

Washington, D.C.

1   HEARING TO CONDUCT A CONFIRMATION HEARING ON

2   THE EXPECTED NOMINATION OF:

3   HONORABLE DAVID L. NORQUIST

4   TO BE DEPUTY SECRETARY OF DEFENSE

5

6   Wednesday, July 24, 2019

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8   U.S. Senate

9   Committee on Armed Services

10   Washington, D.C.

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12   The committee met, pursuant to notice, at 10:02 a.m. in

13   Room SD-G50, Dirksen Senate Office Building, Hon. James M.

14   Inhofe, chairman of the committee, presiding.

15   Committee Members Present: Senators Inhofe

16   [presiding], Wicker, Fischer, Cotton, Rounds, Ernst, Tillis,

17   Sullivan, Perdue, McSally, Scott, Blackburn, Hawley, Reed,

18   Shaheen, Blumenthal, Hirono, Kaine, King, Heinrich, Peters,

19   Manchin, Duckworth, and Jones.

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1   OPENING STATEMENT OF HON. JAMES M. INHOFE, U.S.

2   SENATOR FROM OKLAHOMA

3   Chairman Inhofe: The meeting will come to order.

4   The committee meets today to consider the nomination of

5   David Norquist to be Deputy Secretary of Defense. Thank you

6   for being here today. We also welcome any of your friends

7   who are here. You can introduce those at the proper time

8   when you are recognized for an opening statement.

9   In the meantime, we have the eight questions that have

10 to be answered. Please answer these in an audible way if

11 you would.

12   Have you adhered to the applicable laws and regulations

13 governing conflicts of interest?

14   Mr. Norquist: Yes.

15   Chairman Inhofe: Have you assumed any duties or taken

16 any actions that would appear to presume the outcome of the

17 confirmation process?

18   Mr. Norquist: No.

19   Chairman Inhofe: Exercising our legislative oversight

20 responsibility makes it important that this committee, its

21 subcommittees, and other appropriate committees of Congress

22 receive testimony, briefings, reports, records, and other

23 information from the executive branch on a timely basis. Do

24 you agree, if confirmed, to appear and testify before this

25 committee when requested?

1   Mr. Norquist: Yes.

2   Chairman Inhofe: Do you agree to provide records,

3   documents, electronic communications in a timely manner when

4   requested by this committee, its subcommittees, or other

5   appropriate committees of Congress and to consult with the

6   requestor regarding the basis of any good faith delay or

7   denial in providing such records?

8   Mr. Norquist: Yes.

9   Chairman Inhofe: Will you ensure that your staff

10   complies with deadlines established by the committee and

11   production of reports, records, and other information,

12   including timely responding to hearing questions for the

13   record?

14   Mr. Norquist: Yes.

15   Chairman Inhofe: And will you cooperate in providing

16   witnesses and briefers in response to congressional

17   requests?

18   Mr. Norquist: Yes, Mr. Chairman.

19   Chairman Inhofe: And will those witnesses and briefers

20   be protected from reprisal for the testimony or briefings?

21   Mr. Norquist: Yes.

22   Chairman Inhofe: Thank you.

23   First of all, let me take the opportunity to commend

24   the President for reaching a bipartisan budget deal.

25   Without one, all the work that we do here would be pretty

1   much wasted, and I am sure you will have a lot to say about

2   that during your remarks in responding to questions.

3   Senator Reed and I, along with members of this

4   committee, believe that we need confirmed leaders to guide

5   the Department of Defense through the times of challenge and

6   opportunity. The Senate just confirmed the Defense

7   Secretary yesterday, Secretary Esper, but there are still 18

8   vacant civilian positions that require action.

9   Mr. Norquist, you have been nominated to be the Deputy

10   Secretary of Defense where you will be a key player for many

11   critical decisions at DOD from management issues to key

12   policy questions. And I am sure you are up to the task.

13   I should not say what I am about to say because I have

14   never done this before, but I am probably the wrong one to

15   be chairing this hearing because I have already decided, and

16   I have strong feelings about you. In fact, I remember

17   telling the President a long time ago it does not matter who

18   ends of being Secretary of Defense so long as you have

19   Norquist.

20   Anyway, the Department has gone through several major

21   institutional changes in an effort to reform how DOD does

22   business. This includes elevating the chief management

23   officer, the chief information officer, acquisition reform,

24   including the splitting of AT&L, which you will have to be

25   advising us of and one that you personally know very well,

1   and that is the auditing, actually auditing DOD after all

2   these years. That is a novel thought. These changes are

3   meant to make the Department do its job better, but these

4   reforms are far from being fully implemented. If you are

5   confirmed, it will be your job to implement these reforms so

6   that they meet congressional intent, making the Department

7   more efficient and effective.

8   At the same time, you will be the key player in

9   critical policy decisions. Your predecessor focused,

10   rightly so, on the NDS. That is this report. We keep

11   reminding people that it is one of the better things we did

12   around here.

13   And today we find ourselves in a new and different

14   moment in American security. The American people can no

15   longer take our military superiority for granted. China and

16   Russia have passed us in a lot of key areas we have

17   discussed in this table, as well as you and I in my office.

18   Hard work remains. We need urgent change of a

19   significant scale, and that requires hard choices about

20   threat priorities, critical defense investments, and how the

21   Department itself is going to operate. This requires a

22   strong Deputy Secretary of Defense who understands the

23   gravity of the situation, and I believe you are it.

24   Senator Reed?

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1   STATEMENT OF HON. JACK REED, U.S. SENATOR FROM RHODE

2   ISLAND

3   Senator Reed: Well, thank you very much, Mr. Chairman.

4   I join you in welcoming Secretary Norquist, and we look

5   forward to his testimony. While Secretary Norquist's family

6   could not be here this morning, I want to acknowledge his

7   wife Stephanie and their children for their support of the

8   nominee throughout his career.

9   Secretary Norquist, you have been performing the duties

10   of the Deputy Secretary of Defense for nearly 7 months after

11   having been confirmed as the Under Secretary of Defense,

12   Comptroller. As the Comptroller, you were the primary

13   advisor to the Secretary of Defense on all budget and

14   financial matters.

15   Prior to your recent service in the Trump

16   administration, you had extensive federal financial

17   management experience in the private sector, the Department

18   of Defense, and Congress. Mr. Norquist, if confirmed as the

19   next Deputy Secretary of Defense, your background and

20   expertise should serve you well, as it has in your job at

21   the moment.

22   The Deputy Secretary of Defense is critical to our

23   national security and the role is complementary to the

24   Secretary of Defense. While the Secretary of Defense is

25   often focused on external priorities that impact our global

1   standing, such as establishing defense policy and

2   maintaining alliances and partnerships, the Deputy is

3   responsible for the internal management of the Department,

4   to include implementing policy decisions and ensuring the

5   Pentagon runs effectively.

6   Furthermore, the Deputy is often assigned a broad

7   spectrum of responsibilities by the Secretary of Defense

8   that requires strong management skills. When administering

9   an agency as large and diverse as the Department of Defense,

10   that is no easy feat.

11   One of the most difficult decisions the Deputy

12   Secretary of Defense must adjudicate is the allocation of

13   budget resources. As the Department implements the National

14   Defense Strategy, or NDS, it is vitally important that

15   senior leaders consider the multitude of current and future

16   challenges facing our nation when determining how to

17   allocate resources for the development of weapons platforms

18   and cutting edge technologies. This should be a

19   straightforward endeavor. However, in practice it is

20   frequently complicated by two major factors: service

21   parochialism, and over the past decade, the Budget Control

22   Act.

23   During the annual budget review process, each military

24   service is responsible for resourcing its programs of record

25   and ensuring that they meet mission requirements. The

1   Deputy, on the other hand, is responsible for conducting a

2   more holistic review of the budget. Specifically, the

3   Deputy should scrutinize investments across the services to

4   ensure that they meet the intent of the NDS and that these

5   programs are affordable in meeting performance metrics. If

6   confirmed, it is likely that you will have to determine

7   whether or not a specific military investment championed by

8   a service aligns with the overarching priorities of the

9   Department's Secretary.

10   Mr. Norquist, having performed the duties of the Deputy

11   for the past several months, I hope you will provide this

12   committee with your thoughts on how you intend to manage

13   this process, if you are confirmed.

14   Compounding the problems of allocating budget resources

15   is that the Department must currently at this time adhere to

16   the funding levels imposed by the Budget Control Act, but I

17   join the chairman in recognizing the pending agreement,

18   which is quite a bit of progress.

19   While the competition for resources within the

20   Department is not a new phenomenon, it has been exacerbated

21   by the BCA spending caps over the last several years. And

22   again, I am pleased to join the chairman in recognizing that

23   the Department and the administration have reached a

24   tentative budget agreement. It is a critical aspect of

25   defense operations going forward.

1   However, I believe that in order for the National

2   Defense Strategy to be successful, we must make sure that

3   the non-defense spending accounts are not short-changed in

4   order to increase spending for our military. As the

5   National Defense Strategy Commission, which was tasked by

6   Congress to review the NDS, stated, comprehensive solutions

7   to these comprehensive challenges will require a whole-of-

8   government and even whole-of-nation cooperation, extending

9   far beyond DOD. Trade policies, science, technology,

10   engineering, and math education, diplomatic statecraft, and

11   other non-military tools will be critical. So will adequate

12   support and funding for those elements of American power.

13   In addition to these issues, if you are confirmed, you

14   must also address the multiple civilian vacancies within the

15   Department. As I stated during Secretary Esper's hearing,

16   every member of this committee wants to ensure that high

17   caliber candidates serve in the Department, and we will

18   continue to fully evaluate and expeditiously consider

19   nominees for these positions.

20   Secretary Norquist, we face many challenges that will

21   require strong leadership and the ability to make tough

22   decisions. I am very confident you can make those tough

23   decisions.

24   Thank you, Mr. Chairman.

25   Chairman Inhofe: Thank you, Senator Reed.

1   Secretary Norquist, you are recognized for an opening

2   statement. It does not have to be too long because we have

3   a lot of questions and we are going to try to keep this

4   meeting continued. So you are recognized at this time.

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1   STATEMENT OF HON. DAVID L. NORQUIST, TO BE DEPUTY

2   SECRETARY OF DEFENSE

3   Mr. Norquist: Thank you. Chairman Inhofe, Ranking

4   Member Reed, and members of this committee, it is an honor

5   to appear before you today as President Trump's nominee to

6   be Deputy Secretary of Defense. I am humbled by the

7   confidence that the President has shown in recommending me,

8   and I thank this committee for its consideration of my

9   nomination.

10   My family would be here today but this week is our

11   annual family reunion. So instead, they are watching with

12   their aunts, uncles, and cousins in California. Even in

13   their absence, I would like to express my appreciation to my

14   wife Stephanie for her love, her dedication to our family,

15   and her willingness to support me in this endeavor, as well

16   my children, Warren, Elise, and Vivian. They are a constant

17   reminder that the decisions we make today determine the

18   America our families will live in tomorrow.

19   I would also like to express my appreciation for the

20   men and women in uniform, the civilian workforce, and their

21   families. We spend a lot of time talking about budgets,

22   weapon systems, technologies, and doctrine, but our most

23   important asset is our people. When the rubber meets the

24   road, it all comes down to the individual men and women

25   serving this nation, their bravery, courage,

1   professionalism, sense of duty, and selflessness.

2   Everything we do is about them and ensuring they have what

3   they need to prevail.

4   I began my career as a federal civil servant, a GS-9

5   program/budget analyst working for the Department of the

6   Army. Over the past 30 years, I have worked at multiple

7   levels of the national security establishment: at a field

8   site overseas, at a major command, at Army headquarters, on

9   the staff of the House Appropriations Committee,

10   Subcommittee on Defense, at the Department of Homeland

11   Security as Chief Financial Officer, and three times within

12   the Pentagon, including my current position as Under

13   Secretary of Defense, Comptroller. Each of these positions

14   had a common thread: protecting this nation's security

15   while safeguarding the taxpayers' money. It is a profound

16   responsibility, but I believe in this mission passionately.

17   When I sat before you 2 years ago for my confirmation

18   hearing for Under Secretary of Defense, Comptroller, I made

19   two pledges, should I be confirmed. First, I promised that

20   after years of sequestration that undermined the readiness

21   of our military and delayed its modernization, I would work

22   within the administration and with Congress to support

23   robust defense budgets that fully supported our Department's

24   mission. Second, I pledged that after 24 years, the

25   Department would finally conduct a comprehensive financial

1   statement audit.

2   Over the last 2 years, in close partnership with

3   Congress and this committee, the administration has proposed

4   and Congress has supported robust defense budgets, and on

5   November 15th, 2018, the Department of Defense completed its

6   first-ever department-wide, full scope financial statement

7   audit. This is a start, but there is more work to be done.

8   The role of the Deputy Secretary of Defense is to

9   support the Secretary in implementing his vision. Secretary

10   Esper, like Secretaries Mattis and Shanahan before him, has

11   made it clear that his vision is the National Defense

12   Strategy and that under his leadership, the Department will

13   remain laser focused on implementing it.

14   Should I be confirmed as Deputy Secretary of Defense, I

15   will work tirelessly with you to implement the NDS's three

16   lines of effort: restoring readiness and modernizing key

17   capabilities to build a more lethal force, strengthening

18   alliances and attracting new partners, and reforming the

19   Department for greater performance, accountability and

20   affordability.

21   These are challenging times, from the continuing threat

22   of terrorism and the provocative actions of rogue states,

23   such as Iran and North Korea, to the return of great power

24   competition. In addition, we now have two new warfighting

25   domains, cyber and space, for which to build capabilities

1   and doctrine and new technologies such as artificial

2   intelligence, hypersonics, and lasers which promise to drive

3   new concepts in ways of fighting.

4   These dynamics create challenges and opportunities for

5   us. But the last few years have demonstrated how much can

6   be achieved with a clear vision and strong bipartisan

7   support.

8   I thank this committee for its consideration of my

9   nomination, and I look forward to answering your questions.

10   [The prepared statement of Mr. Norquist follows:]

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1   Chairman Inhofe: Thank you, Secretary Norquist.

2   First of all, one of my priorities as chairman of this

3   committee and I think of the whole committee -- it goes

4   without saying. We talked about this over and over again --

5   is to use this as the blueprint, what this is all about what

6   we have been doing. In fact, it was your predecessor, the

7   former Deputy Secretary Shanahan, who played a leading role

8   in putting this together.

9   Now, I think you put it best, and this is your quote

10   that you took out of this document in describing the

11   position that you will be occupying. That is, quote, the

12   Deputy frames critical decisions for the Secretary of

13   Defense on future programs and capabilities.

14   Now, in crafting the Department's fiscal year 2021

15   budget request, you will have to make recommendations as to

16   tradeoffs between competition, competing credibilities,

17   competing capabilities. What you do to view these

18   capabilities, there is a capability gap between us and China

19   and Russia. I would like to have you address this and what

20   you plan to do to correct this gap.

21   Mr. Norquist: Certainly, Mr. Chairman.

22   I think the key areas where the gap is most noticeable

23   is in certain new technologies like hypersonics, artificial

24   intelligence, and cyber threats. And so one of the

25   challenges that is facing the Department is, even as we

1   maintain readiness and the right force structure size, is to

2   ensure that we are investing in those cutting edge

3   technologies that not only are just advances to warfare but

4   may change dramatically the way warfare is fought, which

5   requires an emphasis on experimentation and study so we are

6   positioned to win the next war, not just the last one.

7   Chairman Inhofe: The Defense Strategy Commission,

8   which was a bipartisan commission -- there were 12 experts,

9   12 Democrats, 12 Republicans, all of them recognized as

10   experts. They put all this together and did a good job.

11   It states, quote, DOD lacks the analytical ability,

12   expertise, and processes to link objectives to operational

13   concepts to programs and resources. The commission

14   recommended that the DOD -- and this is a quote from that --

15   must rebuild decision support capability to ensure that the

16   Secretary and the Deputy Secretary can make hard decisions

17   grounded in serious analysis, particularly as they consider

18   warfighting return on investments.

19   Now, do you agree with this finding of recommendations

20   and how do you plan to address these concerns?

21   Mr. Norquist: I do share their concerns. And in fact,

22   when we submitted the 2020 budget, we added $32 million

23   precisely to address the challenges and analytical

24   capabilities. When you look at what we are trying to do

25   with new warfighting doctrine, new technologies, that puts a

1   premium on the analytical capability to test, experiment,

2   and study those to make sure we are making the right

3   investments.

4   Chairman Inhofe: Yes, that is good.

5   And then lastly, a lot of people do not understand why

6   it is significant that we have a 2-year budget. Would you

7   describe that in your own words?

8   Mr. Norquist: So absolutely. First, the agreement

9   does right by the men and women in uniform, and it is more

10 than the level of funding. The challenges that are created

11 when you have CRs, threats of sequestration, the

12 instability-- this agreement puts us in the possibility of

13 avoiding a CR, avoiding sequestration, and having 2 years of

14 planning. So if you think of a unit that is preparing to do

15 training, they do not know how much money they have for the

16 year under a CR. So they potentially cut back training with

17 the understanding that maybe they will get more money or

18 less next year, but they will never get October back. So

19 whatever training they missed is a permanent loss.

20   There are similar disruptions -- and I can dive in

21 further if others want to talk about it -- to depots,

22 equipment, retraining. But it is incredibly valuable to the

23 men and women of the military and to our future capabilities

24 to be able to have this stability.

25   Chairman Inhofe: Agreed.

1   Senator Reed?

2   Senator Reed: Thank you very much, Mr. Chairman.

3   Again, Mr. Secretary, thank you.

4   As we discussed yesterday in my office, the Department

5   has made very little progress implementing section 911 of

6   the 2017 NDAA. This is the key provision in the committee

7   reforms to Goldwater-Nichols, and it requires the Department

8   to create cross-functional teams that could harness and

9   integrate the expertise across the Department's functional

10   organizations. And if you are confirmed, can I have your

11   commitment that you will ensure the Department implements,

12   as it should, the statutory requirements of section 911?

13   Mr. Norquist: Absolutely.

14   Senator Reed: Thank you.

15   And could you give us an update as soon as possible,

16   perhaps even this week, about the status of the

17   organizational strategy that was required by section 911?

18   Mr. Norquist: I would be happy to do so.

19   Senator Reed: Thank you, Mr. Secretary.

20   We have referred -- both the chairman and I -- multiple

21   times to the National Defense Strategy. And at the core, it

22   recognizes that Russia and China are employing all of the

23   nation's strategies to compete across all dimensions of

24   power. And I am concerned that we have done a lot with

25   respect to high-end military capabilities and deterrence

1   without equal attention and resources to integrating other

2   elements of national power that stretch across many

3   departments outside of the Department of Defense.

4   What recommendation would you have so that you could be

5   the catalyst for this whole-of-government approach?

6   Mr. Norquist: So I think there are a couple of things.

7   One is we have to recognize that if we are successful in

8   deterring the high-end fight that we aim to do, our

9   adversaries will go into the gray zone. And the gray zone

10 is partially the military, but it is the State Department,

11 it is AID, and other areas. And being able to work

12 collectively with our other agencies as a whole-of-

13 government approach to identify where we are vulnerable,

14 whether cyber or others, where we can cooperate with

15 partners and formal allies, that requires working across.

16   And so I met with previous Deputy Secretaries of

17 Defense and asked them what some of their advice would be,

18 and one of them is regular meetings with your counterparts,

19 your counterparts at the State Department, as well as your

20 counterparts at places like Veterans Affairs because there

21 is a number of other operations. And so should I be

22 confirmed, that would be one of the things I would put in

23 place, that regular communication to help us build joint

24 strategies.

25   Senator Reed: Very good.

1   And I think you make an excellent point is that when we

2   have an edge at the high performance level of conflict, our

3   adversaries will go down in the area where asymmetrically

4   they have advantages. So we have to build a capability, as

5   you suggest. And I think the idea of meeting on a regular

6   basis with this agenda is a very positive one.

7   We have a situation here, as has been pointed out by

8   both the chairman and many others, of our overmatch in areas

9   a decade ago was very clear. That overmatch has diminished.

10 And you mentioned specific areas, hypersonics, AI, et

11 cetera. Are there specific investments in research that you

12 could advise us about today?

13   Mr. Norquist: Sure. There is a number of them. In

14 fact, the budget that was submitted -- the biggest increase

15 was in R&D across a range of technologies. On cyber, there

16 is both the offensive and the defensive because we have to

17 protect not just our business systems but our weapon

18 systems, the defense industrial base, and then with Homeland

19 Security, the critical infrastructure. And then you have to

20 look at the missile ranges and the technologies both

21 defensive, as well as increasing our ability to work in what

22 we call the anti-access/area denial environment that the

23 Chinese are building along the first island chain.

24   We have research technologies going on with

25 hypersonics, with lasers, and artificial intelligence. The

1 artificial intelligence one I think is different than the

2 others in that its potential benefit is less clear. You

3 know what you are going to get when you field a hypersonic

4 missile. Artificial intelligence has an opportunity to

5 change a lot about how we use UAVs and other items. And

6 that one -- it puts an emphasis on the analytical skills, on

7 the researching, and on the prototyping.

8   Senator Reed: And this I think raises the obvious

9 question that we have to extend our cooperation outside

10 military laboratories and military contractors into academic

11 institutions because that appears to be where the cutting

12 edge work is being done on a lot of these topics. Is that

13 correct?

14   Mr. Norquist: Correct. This is one of those areas

15 where you see the private sector, the universities, and

16 others have a lot of information, and one of things I talked

17 about with some of the Senators in preparation for this is

18 when we strengthen our cybersecurity defense, we have to be

19 careful we are not building a barrier to entry to small

20 business firms. We have to ensure how to let them protect

21 their data and still participate with the Department.

22   Senator Reed: And as a final point -- my time is

23 diminishing, so this might be just for the comment. One of

24 the problems we have too -- and you alluded to it -- to

25 protection is that a major contractor has the resources

1   typically to do elaborate protections. When you get down to

2   the small business in most of our communities that are

3   providing significant quantities of material to defense

4   contractors, they do not have that capacity. So I would

5   like you to consider how we can collectively, working with

6   the contractors, provide end-to-end cyber protections.

7   Thank you, Mr. Chairman.

8   Mr. Norquist: Absolutely, Senator.

9   Chairman Inhofe: Senator Ernst?

10   Senator Ernst: Thank you, Mr. Chair.

11   And, Mr. Norquist, thank you very much for being with

12   us today. It was great to sit with you and visit last week

13   about a number of issues and concerns.

14   But first, I want to say thank you so much for working

15   on the DOD audit. That was important to a number of us, and

16   I am glad that we were able to get that started and, of

17   course, see some great results coming out of that with your

18   continued attention to the various findings. So thank you

19   for that.

20   I would like to begin by addressing a DOD Inspector

21   General report. It had stated that DOD has been paying out

22   hundreds of millions of dollars in unearned bonuses or

23   incentive fees to various contractors. This does include

24   $10.6 million that was awarded to a contractor that failed

25   to provide necessary parts that DOD was purchasing for F-35

1   fighter jets. And it is creating a life and safety concern

2   for our airmen. And I think we all agree that that is

3   unacceptable.

4   So I have introduced a bill that would prohibit paying

5   award fees and bonuses to those contractors whose projects

6   are behind schedule and over budget or whose performance is

7   deemed unsatisfactory by the DOD.

8   So would you work with me to end this practice that is

9   really short-changing our taxpayers and, of course, putting

10   our soldiers, sailors, airmen, and marines at risk?

11   Mr. Norquist: Absolutely, Senator.

12   Senator Ernst: And I appreciate that. Again, knowing

13   your background and what you have had the previous

14   experience in, I expected that answer. So thank you for

15   that. I appreciate it.

16   One of the other cost saving areas that we have looked

17   at for DOD centers on distribution centers. And the

18   Pentagon has repeatedly -- they have repeatedly asked

19   Congress for the authority to streamline its distribution

20   centers. Right now, there are more than 250 of those. And

21   the GAO says that this would save DOD more than $525 million

22   over 5 years by reducing unnecessary overlap and duplication

23   and more efficiently using the distribution centers.

24   So DOD had developed an initiative to reduce the number

25   of distribution centers, but unfortunately, it was stopped

1   in 2014 before it was ever implemented.

2   So what we would like to do is further that initiative,

3   and we would like to see some of those distribution centers

4   closed down or streamlined.

5   Can you also identify a few specific areas where DOD

6   could make better use of the half a billion dollars that we

7   currently spend on those distribution centers?

8   Mr. Norquist: Absolutely, Senator.

9   When you do things like eliminate the extra

10   distribution centers, you are not spending the money on the

11   back end, the infrastructure. It allows you to invest

12   either in additional readiness and training, getting units

13   up to speed, get yourself a larger supply of spare parts to

14   keep maintenance so your planes are flying, or to put the

15   money to the new technologies we have talked about preparing

16   for the next generation. But it is much more valuable to

17   have it in that area than to have it paying for distribution

18   centers that are only half full or not otherwise optimal.

19   Senator Ernst: Absolutely unnecessary. So thank you.

20   I think we have seen with the recent budget proposal that

21   DOD certainly would appreciate finding those cost savings

22   and using them in other areas.

23   So one of the other bills that I have introduced is

24   what we are calling our Billion Dollar Boondoggle Act, and

25   it would require that every department, including DOD,

1   disclose to taxpayers ongoing projects that are $1 billion

2   or more over budget or 5 years or more behind on scheduled

3   completion. So, of course, we would eliminate sensitive

4   information. Anything that is related to national security

5   would be exempt. But the Pentagon already reports some of

6   this information to the congressional defense committees, as

7   required by Nunn-McCurdy.

8   But do you see any reason why the DOD should not make

9   this information required to be disclosed by my bill

10   available to our taxpayers?

11   Mr. Norquist: Senator, none that comes to mind. I

12   would be very happy to work with you on this issue, should I

13   be confirmed. I believe that driving those types of issues

14   to the forefront so we can address them is essential to

15   effective management.

16   Senator Ernst: Can you think of any programs that

17   might exist out there right now that are a billion dollars

18   over budget or 5 years behind schedule?

19   Mr. Norquist: None come to mind that are 5 years

20   behind schedule, but the ones that are over generally are

21   either driven by requirements or by some other delays. But

22   there may be some that fall into that category, and I would

23   be happy to work with you.

24   Senator Ernst: Thank you. And certainly we would love

25   to disclose that information. If there are valid reasons,

1   we need to know that and understand that, but we also need

2   to be accountable to our taxpayers. So thank you so much,

3   Mr. Secretary, and I look forward to your confirmation.

4   Mr. Norquist: Thank you, Senator.

5   Chairman Inhofe: Senator Shaheen?

6   Senator Shaheen: Thank you, Mr. Chairman.

7   And thank you, Secretary Norquist, for your willingness

8   to be considered for this critical post at this difficult

9   time in world events.

10   I appreciated your willingness to come and sit down

11   with me yesterday. And one of the things that we discussed

12   was the challenge that our military installations are facing

13   from PFAS contamination. It is affecting, as I am sure you

14   are aware, over 400 military installations. And I was very

15   pleased to see that one of the first things Secretary Esper

16   did yesterday was to create a commission to address PFAS

17   contamination.   A task force I think is what he called it.

18   And he noted that the key areas of focus for the task force

19   are health aspects, cleanup standards and performance,

20   science-supported standards for exposure and cleanup,

21   interagency coordination, public-Congress perceptions of

22   DOD's efforts, and finally finding and funding an effective

23   substitute fire fighting foam without PFAS.

24   I wonder if you could share with us how quickly DOD is

25   hoping to accelerate research into finding a fluorine-free

1   foam to substitute for PFAS.

2   Mr. Norquist: So, first of all, just want to tell you

3   I know that Secretary Esper is a very strong leader in this

4   issue. I fully support both the initiative he has

5   described, as well as the priorities put on it.

6   I think one of the points you make is the sooner we can

7   get off of the existing system, the better. We can do

8   things to contain it. But you really just want to replace

9   it. And so we will continue to look at what are the

10 alternative paths for research. Are we putting enough money

11 against it? Are we pursuing enough different solutions?

12 And should I be confirmed, that is one of the things I would

13 work with the task force.

14   Senator Shaheen: Thank you.

15   And do you have any sense of what the timetable is for

16 trying to expedite research to find that new foam?

17   Mr. Norquist: I do not have that at this time,

18 Senator.

19   Senator Shaheen: I hope that when you are confirmed

20 and you get into your new position that you will be able to

21 share with the committee what that timetable might be. I

22 think that would be very helpful to know.

23   One of the other things that we discussed and you

24 confirmed in your opening statement was the importance of

25 cyber efforts to protect the country both defensively and

1   offensively. And I appreciated your quick response to my

2   questions about the efforts to remove Kaspersky software

3   from the Federal Government and also from those companies

4   that do business with the government.

5   One of the things you pointed out in that response was

6   that there are a number of additional classified steps that

7   DOD has taken. I look forward to having an opportunity to

8   be briefed on those classified steps.

9   You also said that the Defense Intelligence Agency is

10   developing a list of malign cyber actors, and you expect to

11   be able to share that list with Congress by mid-August of

12   this year. Can you confirm that that is the case?

13   Mr. Norquist: That is my understanding. Correct,

14   Senator.

15   Senator Shaheen: Thank you.

16   The other thing that we talked about was the Women,

17   Peace, and Security Act and the importance of having women

18   at the table in conflict situations, especially with respect

19   to Afghanistan and what we are seeing in Afghanistan.

20   Can you confirm that you will do everything you can to

21   work to ensure that that happens as we are looking at

22   further peace negotiations in Afghanistan?

23   Mr. Norquist: Correct, Senator. We are working with

24   Ambassador Khalilzad as he does the negotiations. But you

25   point out that is not just a side issue. It is a central

1   issue, particularly with the challenges that the Taliban has

2   brought when they were previously in control.

3   Senator Shaheen: Thank you.

4   You point out the importance of ensuring that women are

5   protected in any future situation in Afghanistan. I had a

6   chance to visit there in April and heard directly from the

7   women of Afghanistan their concerns about what might happen

8   in any future peace negotiations and that they would be

9   excluded from the ability to maintain the rights that they

10   currently have under the Afghan constitution that was

11   brought in after the fall of the Taliban. So as you say,

12   this is a critical issue to whatever happens there, and I

13   appreciate your commitment to that.

14   Thank you, Mr. Chairman.

15   Chairman Inhofe: Senator Tillis?

16   Senator Tillis: Thank you, Mr. Chairman.

17   I know in the chair's opening comments, he said that he

18   almost did not need to be here because he planned on

19   supporting your nomination, as do I. But I do have a couple

20   of questions for you.

21   One really relates to how you are using analytics to

22   better manage and reform or, I should say, transform the

23   Department.

24   Mr. Norquist: So one of the issues that we have been

25   able to benefit from with the audit is in order to be able

1   to meet the audit, we have to have a much greater level of

2   accuracy of the data. And so we have been developing data

3   analytic tools that will let us to see not just summaries

4   and totals, but individual transactions. And that was one

5   of the biggest transitions from that. That gives us

6   additional information as we are managing and looking at

7   maintenance issues, spare parts, supplies. You combine that

8   with some artificial intelligence ability to do analysis,

9   and we are seeing them make greater uses with regard to the

10   maintenance levels of the F-18, and we are looking to do

11   that across readiness and logistics as well.

12   Senator Tillis: That is great. I would like to learn

13   more about that after your confirmation. Maybe I could come

14   pay you a visit and get more of a detailed briefing on it.

15   That is in my wheelhouse.

16   I also want to talk more about just general reforms.

17   We had Secretary Esper here and the work that he was doing

18   when he was in charge of the Army. But can you tell me a

19   little bit about progress you have made on certain reforms

20   since you have been in the current role and what you think

21   the priorities are moving forward?

22   Mr. Norquist: Sure. So there is a number of reforms

23   and they start from things as simple as simply scrubbing

24   budgets. And so you go through line by line, by contracts.

25   We did that called the SSRB. That ended up with pulling out

1     $470 million where we said we do not need this. We can move

2   on. Renegotiating contracts. There was a large contract

3   for Tricare. It did not change the performance, but it

4   changed who got to keep certain fees. That added a $600

5   million benefit.

6   You take that all the way down to small stuff. You

7   look at the warehouses for DLA where they shifted to print

8   on demand. We had a warehouse that had 130 million physical

9   maps in case we needed them, and that took up 180,000 square

10   feet. Well, we can now shift to print on demand. That

11   freed up that square footage to be used for other purposes.

12   You have those.

13   And then you have some of the larger ones. You have

14   the health care transformation, the MTFs that the Congress

15   directed. You have the migration of the background

16   investigations coming over to DOD. We have drawn the

17   backlog there by 260,000 cases down. But as you talked

18   about data analytics, being able to use that to do

19   continuous monitoring, so instead of waiting 5 years and

20   then having somebody do gumshoe searches over some these

21   past reviews, we can track over the course if there is an

22   issue with finances, an issue with the police or others that

23   allow us to act more promptly and then clear cases more

24   quickly that are low risk.

25   So a lot of interesting and useful stuff to go on, but

1   a lot more to be done.

2   Senator Tillis: Yes. Going back to that point that

3   you used about print on demand, some people, when they are

4   looking at all the big rocks -- they would not take time to

5   turn over these little rocks. In combination, they result

6   in a lot of efficiency and a lot of savings. So I really

7   commend you for looking across the spectrum and going after

8   the quick hits as you can find them.

9   The last question I have for you relates to the NDS and

10   any advice as we move through the appropriations process.

11   It looks like we are going to have a deal that at least gets

12   us into the discussion of appropriations. Any comments you

13   would have on priorities with respect to appropriations?

14   Mr. Norquist: So I think with regard to the

15   appropriation process, first, we appreciate the ability and

16   the opportunity to have the bills enacted on time. When

17   that happened last year, that was tremendously helpful.

18   We want to protect readiness. We want to make sure we

19   take care of the men and women and then looking at those

20   future investments that position us not for the fight of

21   today but the fight of the future. Those research areas --

22   they are often not the largest dollar amounts, but they are

23   the critical ones in terms of laying the groundwork for the

24   future.

25   Senator Tillis: Thank you very much. I look forward

1   to supporting your nomination.

2   Mr. Norquist: Thank you, Senator.

3   Chairman Inhofe: Senator Manchin?

4   Thank you, Mr. Chairman.

5   Thank you, Secretary Norquist, first of all, for your

6   willingness to serve and your record of serving I appreciate

7   very much, and also your priorities with your family. I

8   think they should have stayed also, and I appreciate that

9   very much.

10   You and I talked briefly. You were a busy person

11   yesterday. You met with quite a few of us. And I had a

12   nice visit, and I appreciate that very much.

13   And we talked a little bit about this. Explain to the

14   American people and especially I need to explain to the

15   people back in West Virginia, one of the most patriotic

16   States in the nation, but still yet, they have fiscal

17   responsibilities and they have fiscal concerns and

18   questions. And we talked about the only threats that we

19   face as a nation, existential threats, is from two

20   countries, China and Russia.

21   So when you look to the Stockholm International Peace

22   Research Institute, the following are the defense

23   expenditures that they have. I think they are a year old or

24   so. But the U.S. spent $649 billion. We are over $730

25   billion this year I think, in that neighborhood. China was

1   at $250 billion. We were at 2.3 percent of GDP. China was

2   at 1.9 percent of their GDP. And then Russia spent $61

3   billion. If you put Russia and China together, they are not

4   quite half of what we spend totally.

5   So if you look at how we explained our bang for our

6   buck -- and I guess you might want to explain also -- you

7   and I talked about all the contractors we have. We have

8   more contractors in the Department of Defense working with

9   or for the Department of Defense than we do have men and

10   women in uniform. We want to explain that. And it does not

11   look like it is cost effective. And I have a hard time

12   understanding it.

13   And when you look at the personnel, the United States--

14   we have 1.3 million active, 816 in reserve. Aircraft -- and

15   you look all the way down the line. China has 2.2 million

16   active, 510 in reserve, and Russia has 1 million active, 2.5

17   million in reserve.

18   So when we look at all of the things that are changing

19   and how do we assess China's threat to us and also how do we

20   assess Russia's threat short-term and long-term.

21   Mr. Norquist: So I think when you look at China and

22   Russia short-term and long-term, you are looking at two

23   countries headed in very different directions, and therefore

24   they have very different approaches. The Russian economy is

25   struggling, and so therefore they are more likely to be

 1   aggressive or provocative in the near term as they see a

 2   darker long term. The Chinese are in a very different

 3   position. The Chinese generally have a more optimistic view

 4   of where they are going. Their economy is close to the size

 5   of ours, if not headed in that direction. There are some

 6   demographic issues they will face. But they can afford to

 7   be more patient. But it also means that the investments

 8   they make now -- while their numbers for defense are lower,

 9   they are increasing at a much faster rate as they anticipate

10   what is coming in the future.

11   So I think the challenges we face in each of those

12   countries is very different. One is predominantly a land-

13   based conflict, should it occur, and the deterrence is

14   heavily based around ground forces, and the other is a

15   Pacific sea-based environment requiring a very different mix

16   of capabilities to effectively deter.

17   Senator Manchin: Do you want to maybe go into the

18   money that we are spending? China is coming on quick as far

19   as matching us equipment-wise. Aircraft, we have 2.3

20   thousand aircraft, 2.8 thousand attack, 2.3 fighters, and

21   1.2 transport, 5.8 thousand helicopters. We have 6.2

22   thousand tanks. And ships we have 24 carriers, 68

23   submarines, 68 destroyers, and 22 frigates.

24   China has 1.2 thousand fighters, 1.6 thousand attack,

25   193 transports, and 1 thousand helicopters. Tanks -- they

1   have 13,000 tanks. And you look at ships. They have one

2   carrier but 76 submarines, 33 destroyers and 52 frigates.

3   They are doing all this on a budget of $250 billion versus

4   our $700 billion.

5   Mr. Norquist: So there are a couple of factors at play

6   here, all of which are important.

7   One of the first ones is there is a difference in what

8   is called purchasing power parity in economics, which is

9   when you look at the cost of the goods, the labor prices,

10   what you can buy is different in each area. That affects it

11   in some areas. We, for example, have a volunteer force. We

12   think it is better to have a volunteer force and we pay the

13   cost of it.

14   The other is the nature of warfare, which is, as we saw

15   an example in Desert Shield, Desert Storm, the force with

16   the slightly better technology, the slightly better

17   equipment often has a very lopsided victory. And so where

18   other countries often engage in volumes of lower quality, we

19   buy the more expensive, but the one that is likely to

20   prevail. The risk here with China is whether you can

21   maintain that technology edge over time, and if you cannot,

22   that is a very difficult place to be.

23   Senator Manchin: One final thing very quickly. We

24   have our guard and our reserve who have a lot of expertise,

25   a lot of skill sets, but we are still spending a tremendous

1   amount on contractors, which I believe we already have them

2   on the payroll with our guard and our reserves. It does not

3   make sense why we are not using that more effectively and

4   efficiently cost-wise.

5   Mr. Norquist: So, Senator, you and I talked about one

6   particular example, which is cybersecurity. And one of the

7   opportunities we have is even though it is challenging to

8   retain them in government, with somebody in the guard or

9   reserve, they are already in the private sector. They are

10   already using that skill on a day-to-day job. We are taking

11   advantage of that, and we need to be able to look at ways to

12   do more of that.

13   Senator Manchin: Thank you very much, sir. I look

14   forward to voting for you.

15   Mr. Norquist: Thank you, Senator.

16   Chairman Inhofe: Senator Rounds?

17   Senator Rounds: Thank you, Mr. Chairman.

18   First, Secretary Norquist, I want to thank you and your

19   family for your career and your service to our country and

20   everything that you have been doing over the last 2 years.

21   I think you made a difference.

22   I want to talk a little bit about the efficiencies and

23   the challenges we have in the acquisitions process and, in

24   particular, some things that as a nation we should expect

25   our armed forces to be pretty good at. And that is a

1   December of 2018 GAO report outlined how the DOD shortages

2   in skilled personnel delayed depot maintenance on critical

3   weapon systems. This not just one particular branch of

4   government, but I am going to give you just a couple of

5   examples.

6   The USS Boise, which is a nuclear attack submarine, sat

7   at dry dock -- actually sat at port waiting to get into dry

8   dock. It is going to have been out of service for 6 years

9   before it is operational again. We have got three more

10   nuclear attack submarines that are in a similar type

11   position today waiting for the ability to actually get in

12   and to be put back into operational service.

13   It is not just the Navy, even though another example

14   would be the F/A-18 and the Hornets that we have got right

15   now that started out at probably less than 40 percent

16   actually being mission-capable. My understanding is we have

17   made some progress, closing in on perhaps the high 60s, but

18   nonetheless, expectation is over 80 percent mission-capable.

19   But they are old aircraft.

20   At the same time, we have got n F-35, which is a brand

21   new aircraft. It is state-of-the-art, critical long-term

22   and should be in the force between now and perhaps the year

23   2040. And yet, today we are finding that even with this

24   brand new aircraft, we have got issues. Just as an example,

25   another GAO report found that from May to November in 2018

1   once again -- so this is up-to-date or fairly up-to-date --

2   the F-35 aircraft were unable to fly nearly 30 percent of

3   the time due to spare parts shortages, coupled with a repair

4   backlog of 4,300 parts. The long-term planning that we have

5   laid out have an expectation of 80 percent mission-capable.

6   What are we going to do, and how do we cut through what

7   clearly is a problem in just the very basics of being able

8   to repair the equipment we have already got on hand

9   regardless of its age, but to get spare parts and to be able

10   to, in a reasonable fashion, make repairs on the equipment

11   we have got and to get the personnel in place that have the

12   competencies to do so?

13   Mr. Norquist: So, Senator, I think there are four

14   things that really have to come together, and every one of

15   them helps drives the solution.

16   First of all, as we talked about, is the stability with

17   the budget. In many of those cases where we had the moment

18   of sequestration or CR, a ship missed its availability going

19   into depot. And then once that happened, it was no longer

20   in line and for it to move in, another ship got bumped. And

21   that starts to cascade. Frequent deployments can have a

22   similar disruptive effect. So the stability of bringing the

23   budget on time, being able to know that we get the ships,

24   that is helpful.

25   But then you still got the issue of spare parts. Are

1   you buying the right ones? Are you getting them out of

2   production? One of the things we are looking at is the use

3   of artificial intelligence to be able to do better

4   predictions on what we need. In some cases, we are either

5   dealing with very old aircraft and a diminishing supply.

6   And we see the risk we have sometimes with vendors where the

7   cost of those parts can go up dramatically. So being able

8   to either maintain the rights to those licenses, to be able

9   to do it with 3D printing, with those types of things to be

10   able to solve those, those are all pieces of it.

11   One of the things you talked about is people. The Air

12   Force was short 4,000 maintainers. They have recruited

13   them, but now those are 4,000 maintainers with 1 to 2 years

14   of experience. A few years from now, they will have 5 to 7,

15   and we will be in a much stronger place.

16   So part of this is when you turn around from a deep cut

17   in the budget, there is some time it takes to fix. But this

18   is a multi-level problem, and we have to attack every single

19   element of it to be successful.

20   Senator Rounds: And this is what I want to get into

21   for just the remaining that I have got.

22   You have got a GBSD, which we have proposed that we

23   will implement that will replace the Minuteman III. Can you

24   talk about how serious it is that we keep the GBSD, the

25   replacement for the Minuteman III, a critical part of the

1   triad, absolutely on target with regard to the NDAA

2   direction and also the appropriations process here and what

3   the implications are to the triad if we do not stay on an

4   appropriate timeline? We are not just talking about F-22's

5   here. We are talking about a significant part of the

6   nuclear triad. Could you share a little bit with us on

7   that?

8   Mr. Norquist: The nuclear triad is the foundation of

9   our security. When we do things internally in the building

10   on the budget, the answer is you will fully fund this before

11   you submit us the rest of your budget.

12   Our concern is that previous decisions over many

13   administrations delayed action on these, and we have run out

14   of time. We have run out of the ability to push things a

15   year or to stretch out. For every leg of the triad, we need

16   to be very persistent about staying on schedule, keeping the

17   right funding levels. And so I would encourage folks to

18   remember this is the foundation, and when we are trying to

19   deter people towards the gray zone, the first thing is you

20   want to be able to be clear that you an have an effective

21   nuclear deterrent.

22   So I think it is a foundational item. It is very

23   important that we have it fully funded and be able to move

24   forward with what has held the peace for so many years.

25   Senator Rounds: Thank you.

1   Thank you, Mr. Chairman.

2   Senator Reed [presiding]: On behalf of Chairman

3   Inhofe, let me recognize Senator Duckworth.

4   Senator Duckworth: Thank you, Mr. Chairman.

5   Mr. Norquist, welcome.

6   The DEPSECDEF is essentially the Department's chief

7   operating officer, and I would like to be reassured that you

8   will be able to perform that very critical role in making

9   sure the trains run on time specifically in terms of

10 strengthening our transportation and logistics systems. I

11 think it is a foundational step for us in terms of great

12 power competition.

13   Do I have your commitment that, if confirmed, you will

14 make sure that OSC aggressively and continually pushes each

15 service branch to prioritize logistics planning and

16 infrastructure investments by forcing leadership to

17 demonstrate in detail how they would actually project and

18 sustain power in real world conditions or contested

19 environments?

20   Mr. Norquist: Absolutely.

21   Senator Duckworth: Thank you for that response.

22   Could you also elaborate on how Congress could enhance

23 the capabilities and capacity of TRANSCOM or adjust

24 infrastructure investment levels in general to help the

25 Department achieve this goal?

1   Mr. Norquist: So I think when you look at the

2   resources that TRANSCOM provides, we always want to have an

3   away fight, which means we need airlift and sealift and

4   those capabilities to get there. Making sure we have those

5   at the right level and making sure that TRANSCOM has the

6   resources to deploy them is essential. I know there are

7   different studies done on a regular basis to look at this.

8   But it is one of the areas where you have to be able to meet

9   that. And in a high-end fight, you also have to do that

10   with the expectation there is going to be some level of

11   attrition. We are used to deploying forces overseas and

12   being certain that they will arrive at their destination.

13   World War II, that was not the case. We have to be prepared

14   for a future conflict where there are submarines and other

15   things out there. And so you have to have enough lift to be

16   able to accomplish that.

17   Senator Duckworth: Thank you.

18   Last week, you and I discussed the subject of

19   authorizations for use of military force, including the

20   limits on the legal authority provided under the 2001 and

21   2002 AUMFs. Do you believe that the 2001 and 2002 AUMFs

22   provide legal authority for the United States armed forces

23   to execute a preemptive military strike against Iran?

24   Mr. Norquist: So I agree with Secretary Esper when he

25   answered this question before. 2001 is aimed at

1   counterterrorism. My understanding is it does not apply to

2   Iran.

3   Senator Duckworth: What about 2002?

4   Mr. Norquist: The 2002 I think is specific to Iraq.

5   Senator Duckworth: Okay. Thank you.

6   I do not think there is anybody on this committee who

7   would question the authority of the United States armed

8   forces to take immediate action in response to a direct

9   military attack. However, I do have questions about the

10   limitations surrounding this principle.

11   In your view, if a proxy force of Iran launched an

12   attacked that targeted our military personnel, military

13   platforms, or harmed an American, whether in uniform or a

14   civilian, would such an attack provide the Department with

15   legal authority to wage war against Iran without

16   congressional action without limits on duration and without

17   limits on scope and scale? And we are talking about proxy

18   forces.

19   Mr. Norquist: So, Senator, I do not want to signal to

20   others about how much damage they can do. But generally, we

21   have rules that require a proportionate response. So I

22   would be happy to meet with you offline if you need more

23   clarification on that. But I believe under Article 2, the

24   requirement relates to proportionate response.

25   Senator Duckworth: Okay. I would appreciate that.

1   Thank you.

2   As you know, the Army has been working to prioritize

3   rapid innovation by standing up the new Army Futures

4   Command, and I want to make sure that we are also adequately

5   protecting our long-term manufacturing and innovation needs.

6   If confirmed, will you commit to taking concrete steps to

7   encourage the services to be thinking about ways that they

8   can use our existing manufacturing and innovation resources,

9   American based resources? It would include, for example,

10   the great talent at Rock Island Army Arsenal and the

11   groundbreaking research being conducted at Fermilab and

12   Argonne.

13   Mr. Norquist: Absolutely, Senator.

14   Senator Duckworth: Thank you.

15   As the Department's CFO, you ushered the Department

16   through its first audit, and I congratulate you on that. I

17   say that it is successful even if it was not passing because

18   I think we can agree that without a baseline of some sort of

19   reliable data, it is almost impossible to do the

20   sophisticated analytics we need in order to eventually get

21   to a clean audit.

22   When you and I sat down last week, a couple of areas we

23   highlighted that would benefit from more focus were IT

24   security and oversight of contractors. What are some of

25   your major takeaways from the first audit, and if confirmed,

1   what lessons will you expect to incorporate into your new

2   position of essentially the Department's chief operating

3   officer?

4   Mr. Norquist: So we found in the audit that the

5   primary issues showed up in three areas. One is IT,

6   business systems IT security, password changes, those types

7   of things. The second was the accuracy of real property,

8   and the third is inventory. And in inventory, one of the

9   areas that was a particular challenge was inventory held by

10   contractors.

11   And so in each one of these, the value of the audit is

12   it comes back every year. So not only will we have people

13   executing corrective action plans to close this, each year

14   we will get a report card on how we are doing. And we have

15   set up tools that allow us to track that, to report back to

16   Congress, across the organizations in Defense, who is able

17   to close what findings and what are the areas there is

18   success on.

19   But the value of that to the military to have an

20   accurate account of inventory -- one of the cases we had was

21   NAS, Naval Air Station, Jacksonville found $70 million to

22   $80 million worth of parts that people had acquired and put

23   on the shelf but were not in the inventory system. So they

24   have done things like an amnesty day. Those came out.

25   Well, those were in-demand parts. Those are planes and

1   ships and things that needed it. So that was quickly

2   consumed by the organization and saved the taxpayers that

3   money.

4   So we want to encourage that. We want to drive more of

5   that, but those are the areas that we see as the most

6   immediate areas that need attention.

7   Senator Duckworth: Thank you, and I look forward to

8   supporting you.

9   Mr. Norquist: Thank you, Senator.

10   Senator Duckworth: I yield back.

11   Senator Cotton [presiding]: Senator Blackburn?

12   Senator Blackburn: Thank you and welcome. We are glad

13   you are here and I appreciate the time that you gave me last

14   week to review some things and talk about the audit and then

15   to be able to drill down on a couple of issues.

16   I want to circle back to something we discussed with 5G

17   and looking at foreign production and adoption of advanced

18   communication technologies such as 5G wireless networks and

19   how this is going to challenge our competitiveness and our

20   data security. U.S. data will increasingly flow across

21   foreign-produced equipment and foreign-controlled networks,

22   raising the risk of foreign access and denial of service.

23   And just this month, the Philippines' 5G rollout began.

24   It is a Chinese-designed network executed by Chinese

25   engineers in the Philippines backed by state-owned China

1   Telecom Corporation on hardware supplied by Huawei. The

2   Philippines are a vital U.S. security ally in the Indo-

3   Pacific from joint exercises and training to stabilization

4   in the South China Sea to coordinated humanitarian relief.

5   Meanwhile, Huawei's equipment is up and running in the

6   5G networks of another regional defense partner, South

7   Korea. It is spreading through Europe and the Gulf and is

8   the bedrock of Africa's telecom network.

9   In your advance policy questionnaire and in our

10   discussion, you indicated that next generation information

11   communications technology 5G is an area in which DOD plans

12   to collaborate with the private sector. And I would like

13   for you to expand on that statement. And if you are

14   confirmed, how would you prioritize this collaboration?

15   Mr. Norquist: So one of the ways, Senator, that we are

16   looking to work with the private sector is to give them

17   environments where 5G can be established like on a military

18   base, at a depot, because part of what they need to do is be

19   able to experiment. And often it is hard to get an entire

20   city or town to agree to let you put this up. So we can put

21   them up on bases, bring in the private sector, and say here

22   is what the network has. What can you do with it? How can

23   we take advantage of it? How can we develop both military

24   and private sector uses of it to experiment and develop?

25   Because that is part of what gives the competitive edge in

1 that area.

2 We are also looking at dynamically sharing spectrum

3 which allows to give a competitive edge in 5G as well.

4 So those are some of the areas that we are working

5 right now with the private sector, and should I be

6 confirmed, it would be one of the areas we would continue to

7 focus on.

8 Senator Blackburn: Well, then go ahead and touch on

9 how you would collaborate them with artificial intelligence

10 and with hypersonics.

11 Mr. Norquist: Sure. So with artificial intelligence,

12 there is a number of activities that go on in the private

13 sector that have an overlap with the government, such as in

14 logistics working with them. JAIC, has a project that they

15 are doing -- the Joint Artificial Intelligence Center --

16 working with the private sector on disaster relief. How

17 quickly can I use video and identify people in a disaster

18 area so that I know how to rescue them and using the power

19 of artificial intelligence to find that in a video faster

20 than a human can. So we are going to continue to use the

21 Joint Artificial Intelligence Center to establish more of

22 those pilots and experiment and expand the range of areas

23 where that cooperation occurs.

24 Senator Blackburn: I was just in the Commerce

25 Committee, and we were passing out the Broadband Data Act

1   and the 5G Leadership Act, which we had amended with a

2   portion -- or a portion of that bill was amended with my

3   Supply Chain Security Act, something that I think is vitally

4   important. And we know that DOD partnering with the

5   commercial sector is going to be of tremendous importance to

6   moving us forward with artificial intelligence, machine

7   learning, et cetera.

8   Quickly on cyber, we have talked a little bit about

9   Russia and China and their engagement in massive cyber

10   campaigns and trying to steal trade secrets and proprietary

11   information. So just to touch on this with Russia and

12   China's aggressiveness and their massive thefts of

13   technology in cyberspace and touch on the threat you think

14   that presents to our security and our economic prosperity

15   equally.

16   Mr. Norquist: It is a very serious threat, and it

17   works across a range of areas because they can come into the

18   critical infrastructure of the private sector. They can go

19   after those defense firms in the defense industrial base.

20   They can go after government ones either to go in and do

21   malicious attacks to disrupt our activities or simply to

22   steal technology so they can advance through theft what they

23   could not advance through research. That undermines the

24   safety and security of our forces in future fights. It

25   undermines the copyrighted protected data that vendors

1   depend on for their businesses, and losing that proprietary

2   information puts their competitive edge at risk as well.

3   Senator Blackburn: We look forward to having you move

4   through quickly, and I thank you for being here today.

5   Mr. Norquist: Thank you, Senator.

6   Senator Cotton: Senator King?

7   Senator King: Thank you, Mr. Chairman. A meteoric

8   rise.

9   Secretary Norquist, first, as you know, the last year's

10   National Defense Act created the National Cyber Solarium

11   Commission, of which you have been a participant. I hope

12   you will continue to be engaged in that process because I

13   think it is very important to try to develop a coherent

14   strategy for this country.

15   Mr. Norquist: Absolutely, Senator.

16   Senator King: Thank you.

17   I want to follow up on some of the questions of Senator

18   Rounds about maintenance. And he mentioned -- or I think

19   you mentioned 3D printing. Who owns the design? In other

20   words, if we buy an airplane and there is a bolt in the

21   wing, who owns that? Do we get as a routine matter of our

22   contracting the design that we could use? We could have our

23   own 3D printers print that part and keep the airplane

24   flying.

25   Mr. Norquist: So the challenge is you only get what

1   you put in the contract, and if at the time you did the

2   contract you did not record that, protect that, give

3   yourself the rights to it after a certain period of time,

4   you run the risk that the vendor decides it is no longer

5   profitable to make it, and all of a sudden, it goes into

6   misuse --

7   Senator King: Do you not believe, as the ascendancy of

8   3D printing, this would be a good thing to have in our

9   contracts?

10   Mr. Norquist: Absolutely. This is one of the areas

11   where, should I be confirmed, we would want to work with the

12   Congress on ensuring because one of the places we have seen

13   our future is with vendors is these parts. We do not have

14   the rights to them. No one has the ability to produce them.

15   Senator King: We either cannot get them or they are

16   unbelievably expensive.

17   Mr. Norquist: Correct.

18   Senator King: So I would hope that future contracts

19   would have as a routine boilerplate provision the rights to

20   the design that we are paying a lot of money for.

21   Mr. Norquist: We need to make sure that we protect

22   those rights for those parts so that later on in life when

23   we have a valuable $100 million piece of equipment, we are

24   not tied up over a $5 bolt because we cannot use it.

25   Senator King: Got it. I think that is very important.

1   I appreciate that.

2   Again, on the question of maintenance -- and this is

3   sort of the general question. I think you get this. But

4   maintenance, it seems to me, is the low-hanging fruit of

5   readiness. If you can have an airplane that is ready 80

6   percent of the time instead of 60 percent of the time, you

7   save money on procurement. You save time. You save

8   readiness. I really think maintenance is an area that

9   deserves a really substantial amount of attention. In the

10   Navy, the Air Force, the Army, my sense is that we have a

11   lot of equipment that is not used and useful right now

12   because of failures of the maintenance system.

13   Mr. Norquist: So the maintenance is a big challenge.

14   It is one of those areas that is less glamorous, but people

15   who work in it understand it is essential for everything

16   else. Things do not fly, things do not sail without the

17   right maintenance. You can focus on the cost line, but the

18   amount of time and energy of lost capability is significant

19   as well, lost training, lost other things. So ensuring that

20   we have the right pipeline of parts, ensuring that things

21   are moving through the maintenance in order to be able to

22   have the high readiness rates is absolutely essential.

23   Senator King: And I think we might have something to

24   learn from the private sector here. The commercial airline

25   fleet has a very high level of readiness as compared with

1   the military. And I just hope that there can be some cross-

2   discussions there with the private sector. The same thing

3   goes with the commercial shipping compared with the Navy.

4   So I commend that to you. I think you realize that. As you

5   say, it is unglamorous, but I think there is a lot of money

6   to be saved and an increase in the overall level of

7   readiness.

8   A different topic. The chairman mentioned in his

9   opening there are now some 16 -- and I have heard various,

10   16, 17, or 18 -- top civilian positions empty in the

11   Department of Defense. I hope you will do everything in

12   your power, along with newly minted Secretary Esper, to deal

13   with that. We need top leadership at the Pentagon.

14   Mr. Norquist: Right. Should I be confirmed, with

15   Secretary Esper putting the team in place as quickly and as

16   early as possible so that you have them for the duration is

17   absolutely essential. I know that is his high priority, and

18   I look forward to, should I be confirmed, working with him

19   to make that happen.

20   Senator King: I would hope that there would be a

21   specific plan, okay, here are these positions, work with the

22   White House because it is too important to not have the top

23   leadership in place.

24   Mr. Norquist: But there is a plan and there is a list

25   of the positions and there is a list of the candidates and

1   where they are in the process of either getting the

2   background investigation, the clearance, the vetting. So

3   that is underway. That is something that is routinely --

4   there are meetings on that to make sure that keeps moving.

5   Senator King: And you could be assured that this

6   committee will move with alacrity once the nominations are

7   forwarded to us.

8   Mr. Norquist: We appreciate the speed with which the

9   committee has moved. Secretary Esper's nomination was

10   fantastic. Thank you.

11   Senator King: That was a modern land speed record I

12   think and I think a good decision.

13   Just a final comment. You are the father of the audit.

14   Do not take your eye off it. You are going to have a lot of

15   other responsibilities, but this is one of the most

16   important. Again, it is not very glamorous, but one of the

17   most important missions that the Department has. It is

18   important to us to be able to reassure our citizens, our

19   constituents, people of Maine in my case, that we are paying

20   attention to where the money is going and that we have a

21   handle on it. So please do not lose focus on the audit. As

22   I say, you have other responsibilities, but be sure there is

23   somebody that you have directly working with you who is

24   following that closely. It would be too easy to let it

25   slide.

1   Mr. Norquist: Senator, you have my assurance

2   absolutely. The Deputy is the chief operating officer.

3   They are the user of the types of things that come out of

4   the audit. But I should say in fairness the amount of

5   people who were involved in the audit, the congressional

6   support -- I am happy to be called the father, but there is

7   a whole lot of other parents in this community driving that

8   process and a lot of good people in the Department who have

9   been able to make those changes possible. And I appreciate

10   their work.

11   Senator King: Success has many fathers. Failure is

12   always an orphan.

13   Mr. Norquist: If it does not go well, I will be very

14   lonely.

15   [Laughter.]

16   Senator King: Thank you very much. And I look forward

17   to your nomination.

18   Senator Cotton: Senator Perdue?

19   Senator Perdue: Well, I certainly look forward to

20   voting for you. I am excited that you are willing to do

21   this.

22   I want to echo what the former Governor just mentioned

23   about the audit. I want to congratulate you on the first

24   audit in the history of the United States on our defense

25   spending. Since 1990, we had the law that required every

1   President to do it, and yet this President was the first one

2   that required it and you executed as CFO. And I want to

3   congratulate and thank you and echo what Senator King just

4   mentioned about staying on point, and I know you will.

5   I have got a question. Before I get into these two

6   points, though, I want to echo what you just said in answer

7   to Senator Manchin's question about the demand issue. I

8   think we all know that spending $738 billion is a big

9   expense. We spend another $200 billion on our veterans.

10   But in a world that is more dangerous than any time in my

11   lifetime, I cannot see any way around that. Neither can

12   President Trump.

13   But I want to assure the American people of something.

14   I would like to echo what you said that China right now, if

15   you adjust what they are spending for purchasing power

16   parity and bring in other accounts that they do not talk

17   about in terms of their R&D and all that they do through

18   their civilian and commercial enterprises, they are spending

19   about the same as we are right now. And they have done this

20   in the last decade when we disinvested our military by 25

21   percent. It is the third time in the last 50 years that we

22   have had Presidents disinvest in the military, and every

23   time we saw other actors around the world become nefarious.

24   And that is what we see this time.

25   Specifically this week, there are reports that China

1   has signed a secret agreement allowing its armed forces to

2   use a Cambodian navy base: Beijing works to boost its

3   ability to project military power around the region. This

4   is on top of what they have already done to militarize the

5   South China Sea, what they did in foreclosing that port

6   south of Colombo in Sri Lanka, what they did in foreclosing

7   on that port in Karachi, what they have done with 36 ports

8   with proprietary loans in Africa and 51 ports around South

9   America.

10   Mr. Secretary, what do we do in this environment? What

11   do you plan to do as the COO with Secretary Esper and our

12   military leadership in uniform to stand up to this growing

13   threat? We are making the transition from dealing with

14   terrorists for the last 20 years to now dealing with near-

15   peer threats that are accelerating while we are trying to

16   get going again.

17   Mr. Norquist: Right. So the challenge is you have got

18   countries like China who engaged in predatory lending to

19   their neighbors setting up debt traps, who are occupying

20   territory that the international community recognizes does

21   not belong to them, militarizing it despite their promises

22   not to do so, and then dramatically ramping up their

23   investments and their spending in defense. That creates a

24   broad range of challenges. And so at the one level, you

25   have to put forward the force to deter them to keep them

1   from going to a conflict, to keep them on the peaceful side.

2   But then you have got to work in the gray zone and by, with,

3   and through your allies to make sure that people in the

4   region are reassured and not feeling intimidated or drawn

5   into those challenges.

6   One of the things you talked about on defense, probably

7   worth highlighting, is defense spending right now is

8   somewhere around 3.1-3 percent of GDP. In 2010, it was 4.5

9   percent. Back in the Reagan era, it was 5.7. So one of the

10   unspoken stories is defense is a smaller and smaller share

11   of our economy. Now, part of that is because we have a

12   growing economy, which is a wonderful thing, but as a

13   foundational expense to protect everything else, this is a

14   smaller and smaller down payment. And I think that is an

15   essential thing for people to keep in mind even though the

16   numbers are large.

17   Senator Perdue: Would you also agree, sir -- that is a

18   great point -- that our allies need to stand up and shoulder

19   a little bit more of the responsibility of this global peace

20   that we have enjoyed for the last 75 years?

21   Mr. Norquist: Absolutely.

22   Senator Perdue: I believe that the NDS -- and the

23   chairman does this every time and I echo this -- that was

24   produced by Secretary Mattis when he was there and the team

25   is one of the best documents that I have seen in my

1   experience up here.

2   It looks to me like in there, there are three success

3   factors, though. One is consistent funding, and we are

4   working hard. That is on our side of the ledger. I am less

5   concerned about the actual dollar amount than I am the fact

6   that we can depend on it for another 2 years. If we get the

7   appropriations process done -- and I am confident we will do

8   that -- we will now have 3 years in a row, first time in a

9   decade that we have been able to start the year without a

10   continuing resolution. We have done it 186 times in the

11   last 45 years. This military and our supply chain has

12   become seduced to the fact -- or hindered by the fact that

13   we have handcuffed them in terms of consistent funding. So

14   that is the first success factor.

15   The second one is the supply chain. The supply chain

16   right now is anemic. We have disinvested it. It has

17   withered. We have got to rebuild it. It is not going to

18   happen overnight. I am talking about shipyards, maintenance

19   depots, vendors, R&D capability, et cetera.

20   The third and the most -- and this is my question.

21   Personnel, the human factor. It is always the limiting

22   issue, and it is also the big difference between us and the

23   rest of the world. We are the innovators. We are the

24   capital formation experts. But we have to train and recruit

25   270,000 roughly -- you mentioned this yesterday -- people a

1   year into our military. That is huge. I mean, that is the

2   equivalent of many Fortune 20 companies, and we have to do

3   that every year in a voluntary environment. Our near-peer

4   competitors do not have a voluntary force.

5   We are also carrying overhead with our veterans of

6   about $200 billion a year.

7   In that environment, as COO how do you propose that we

8   continue to be competitive in that environment, particularly

9   on the personnel front?

10   Mr. Norquist: So I think one of the things you have to

11   do is you have to combine things. One is you have to give a

12   competitive wage. You have to be able to draw people in to

13   a lifestyle and a form of living that financially is not a

14   tremendous sacrifice. But the answer is you are never going

15   to be able to solve it completely that way. So you need to

16   have a mission that draws them in. You have to have a

17   community that takes care of them. You have to be careful

18   about how often you deploy. You have to be careful about

19   shutdowns and CRs and the disruption so that they will

20   recognize that in the sacrifice they are making for service

21   and the risks they are taking are being matched by the

22   commitment to support them.

23   And then, as you pointed out, is the training. The

24   advantage of this volunteer force is their skill set, and if

25   they are properly trained, there is nothing like it in the

1   world. But each year is coming in another wave of people, a

2   quarter million or more, and you have to maintain that level

3   of training or 3 years in, you have got a significant

4   problem that will take you years to dig out of.

5   Senator Perdue: Thank you, Mr. Secretary.

6   Thank you, Chair.

7   Chairman Inhofe [presiding]: Senator Hirono?

8   Senator Hirono: Thank you, Mr. Chairman.

9   I ask the following two questions, initial questions,

10   of every nominee who comes before any of my five committees.

11   Since you became a legal adult, have you ever made

12   unwanted requests for sexual favors or committed any verbal

13   or physical harassment or assault of a sexual nature?

14   Mr. Norquist: No.

15   Senator Hirono: Have you ever faced discipline or

16   entered into a settlement relating to this kind of conduct?

17   Mr. Norquist: No.

18   Senator Hirono: I too was taken with the idea of using

19   3D printers for spare parts. And I think it is very good

20   that we put something in the contracts so that we are able

21   to reproduce these parts.

22   But I am wondering whether there is an issue relating

23   to counterfeit parts. And what do you do regarding

24   ferreting out counterfeit parts? Is that a big problem for

25   the Department of Defense?

1   Mr. Norquist: So it has not been brought to my

2   attention as a problem in part because, in general, you know

3   who the supplier is. But depending on where you are buying

4   those parts from, if you are buying it on an open market

5   where you are not buying it directly from the producer, then

6   you could potentially have the risk of getting a counterfeit

7   part through a reseller. And that is something you would

8   have to be very attentive to. Off the top of my head, I do

9   not know the controls we put on that, but I would suspect it

10   is in the contracting process.

11   Senator Hirono: And you talked about how important

12   maintenance is. And so we do finally have a shipyard

13   modernization plan, and I would like your commitment to make

14   sure that that plan proceeds.

15   Mr. Norquist: It is a very important issue. I am

16   happy to work with you and support it.

17   Senator Hirono: Yesterday in the Energy Committee, we

18   had a hearing on our compacts with the Freely Associated

19   States, Palau, Micronesia, and the Marshall Islands. And I

20   would like to have your commitment on the record regarding

21   your assessment of the importance of these compacts to our

22   national security.

23   Mr. Norquist: They are very important to our national

24   security -- the islands, their location, the people in them,

25   and so forth. The presence in the Pacific matters, and we

1   need to maintain close and productive relations with those

2   communities.

3   Senator Hirono: And of course, if we do not do that,

4   China will move in because they are very active in so many

5   other areas in the Pacific.

6   Mr. Norquist: Correct.

7   Senator Hirono: Sexual assault across the U.S.

8   military increased by a rate of nearly 38 percent in 2018

9   according to a report released by the Pentagon earlier this

10   year. And a recent survey of the U.S. Coast Guard Academy

11   found that almost half of all female cadets, about 1 in 8

12   women, reported experiencing unwanted sexual contact.

13   So basically this is a continuing scourge on our

14   military, and we have heard military and civilian nominees

15   come before this committee and say they will do this or that

16   to help fix the situation. And yet, including recent

17   service academy data, shows otherwise.

18   What are the biggest obstacles to stopping sexual

19   assault in the military, and what do you plan to do if

20   confirmed as Deputy Defense Secretary to improve the

21   situation?

22   Mr. Norquist: Sure. So to start with, sexual assault

23   is a violation of a person's most basic rights. It has no

24   place in the military or in our society. One of the things

25   we noted in the trend was you saw about 10 years of the

1   numbers, the incidents going down, the reporting going up in

2   the right direction, and then the most recent trend went the

3   wrong direction. And it seemed to be predominantly

4   concentrated in the youngest demographic of 17 to 24. It

5   raises the question of whether the techniques we have used

6   in the past are working with the next generation or whether

7   we have to take a different approach.

8   Secretary Shanahan, when he was in the position, put

9   together a task force with a series of recommendations,

10   including things as creating a separate item in the criminal

11   code for the UCMJ, as well as what we call the catch which

12   allows people to privately -- a restricted report. And then

13   if they are told that other people are filing reports

14   against the same person, then they may be willing to come

15   forward because they realize they are not alone as part of a

16   group.

17   Many of these are in the NDAA that the Senate has put

18   forward, and we are very supportive.

19   So one of the first things I would do, should I be

20   confirmed, is to oversee the implementation of those

21   recommendations in order to try and address this issue.

22   Senator Hirono: And of course, as with anything, you

23   noted yourself that if we are not doing the right thing,

24   using the appropriate mechanisms, it is just not going to

25   work. So your assessment of what we are doing and what we

1   are not doing would be a continual concern.

2   Let me return to climate change. A critical factor

3   affecting military readiness is the change in climate.

4   Rising water levels are beginning to impact shorelines.

5   Islands are beginning to be overrun by sea levels. More and

6   more frequent 100-year storms are appearing, the effects of

7   which can impact the overall preparedness of the joint

8   forces, as well as humanitarian efforts in the countries

9   around the world.

10   Is the impact of climate change a concern to you?

11   Mr. Norquist: The military has the challenge. We have

12   to operate in desert and the Arctic. And so each one of

13   these issues in the climate -- you know, one of the things I

14   believe -- the Senator from Alaska is not here at the

15   moment, but the opening of the northern passage and what

16   that means to trade routes and other types of issues is a

17   significant issue.

18   So, yes, it is something we follow. I am most

19   concerned about our ability to operate in the range of

20   environments that our forces have to operate in.

21   Senator Hirono: I am going to want you to ask you to

22   respond maybe in writing as what you plan to do because the

23   Department of Defense is one of the few departments that

24   even acknowledges that climate change issues have an impact

25   on our national security.

1   Thank you, Mr. Chairman.

2   Chairman Inhofe: Senator Hawley?

3   Senator Hawley: Thank you, Mr. Chairman.

4   Chairman Inhofe: Excuse me. Let me make an

5   announcement here. We got three votes that are going on

6   now. David, you are aware of that I am sure. So people

7   will be coming in and out. But I do want people to know,

8   the members to know, that we are not going to wait around

9   until after they vote three times. We are going to go ahead

10   and close this thing down.

11   So you are recognized, Senator Hawley.

12   Senator Hawley: Thank you very much, Mr. Chairman.

13   Could we talk a little bit about the Department's work

14   on the blunt layer in the global operating model as laid out

15   in the NDS? I am curious what investments you think we need

16   to make to prioritize or we need to prioritize in order to

17   effectively blunt a Chinese fait accompli against Taiwan.

18   Mr. Norquist: So I think when you look at the blunt

19   layer, what you are talking about is a layer that is

20   operating close to or inside the Chinese anti-access

21   environment, an area where the other side will have a

22   sufficient quantity of -- a high volume of ballistic

23   missiles and others. And so what you have to look at is

24   investments that allow you to survive in that environment,

25   the ability to move and relocate so that they cannot be

1   certain as to where the target environments that allow you

2   to survive for long periods of time without long logistic

3   tails because you are quite forward, things that let you be

4   able to detect and defend and to hide yourself. And so

5   those are some of the areas that the forward laying force

6   most has to emphasize for survival.

7   Senator Hawley: What about INF range missiles? Would

8   you support the deployment of those in order to help blunt

9   the Chinese attack?

10   Mr. Norquist: The bulk of the missiles the Chinese

11 have -- those conventional ones -- since they are not

12 restricted by the INF fall into that category. And when you

13 look at the range of the Pacific -- this is not a

14 discussion, by the way, of nuclear missiles, which was the

15 intent of the INF. These are conventional missiles. But

16 the answer is those ranges in the Pacific are exactly what

17 the range of all the combats are. That is the distance from

18 islands to islands. That is the type of range. So those

19 types of technologies are essential to being able to operate

20 in that theater.

21   Senator Hawley: What sort of enablers do you think we

22 will need to invest in to make that kind of missile layer

23 operable, workable, successful?

24   Mr. Norquist: So you need to invest in the different

25 stages of the technology from the booster to deployment, the

1   ability to make them preferably mobile. I think some of

2   this I would prefer to -- if we want to dive into it in a

3   classified environment. But there is a series of

4   investments that I think are appropriate, most of which are

5   in our budget, but some will come in future budgets.

6   Senator Hawley: Great. That is very helpful. Thank

7   you.

8   Let us talk for a second about allies and partners.

9   Senator Perdue started to touch on this towards the end of

10   his questioning.

11   There has been some progress I think with our allies in

12   terms of our collective security, but thinking about NATO in

13   particular, where would you like to see our European allies

14   contribute more, and how might the Department work to help

15   them get there?

16   Mr. Norquist: So I think when you look at the

17   contribution of the allies, first of all, we want them to

18   live up to their agreements to be able to spend at least 2

19   percent of GDP. This is an alliance. We are not there to

20   subsidize people. We are not there to profit off them. We

21   want them to be able to do their share and make sure they

22   support their forces.

23   Depending on the country -- I mean, some of the

24   countries the answer is based on their location. It is

25   ground forces. It is the ability to do strikes against

1   surface-to-air missiles. And others, they are further back.

2   It is more reconnaissance, surveillance. It is maybe

3   seapower. But each one of them has an area where they can

4   particularly contribute as part of the overall effort.

5   Senator Hawley: Thank you. That is very good.

6   DOD has regularly been forced to use high-end forces

7   like aircraft carriers and scarce missile defense batteries

8   to counter relatively low-end threats. I am just wondering.

9   How do we think about -- as we go forward here, how do we

10   fix this mismatch? I mean, what investments does DOD need

11   to make or continue making so we can deal with lower-end

12   threats, threats that the NDS, for instance, ranks as lower

13   priorities, in a cost effective way, not ignore them, deal

14   with them but in a cost effective way.

15   Mr. Norquist: So there is a number of things that we

16   have looked at in order to deal with it. One is the

17   platform. There is a light attack aircraft. The others is

18   certain technologies like lasers may allow you to address

19   certain ones more efficiently. And I think as you point

20   out, in the long run, there is a cost imposition question,

21   which is are you spending more money to destroy the other

22   item coming in. Now, to some extent, you spend what is

23   necessary to protect the lives of the people being attacked,

24   And so the cost is not the cost of the defense. It is the

25   cost of what you are protecting. But in the long run, you

1   need to have a less expensive way of destroying the enemy's

2   threat, otherwise financially you are on the losing end of

3   that deal.

4   Senator Hawley: What role does nuclear modernization

5   play here?

6   Mr. Norquist: So nuclear modernization is the

7   foundation. Right? You have to have a strong nuclear

8   deterrent. You do not want to ever have any doubt about our

9   capability or capacity. Inside, when we have guidance, the

10 answer is you will fully fund because this is such a

11 priority to make sure that we know we have that capability.

12   Senator Hawley: Including LYBMs? I mean, that is an

13 important aspect of that you would say. Is that fair to

14 say?

15   Mr. Norquist: Yes.

16   Senator Hawley: Last question for you. The NDS

17 Commission report recommended that defense spending should

18 grow at 3 to 5 percent of the rate above inflation, which I

19 know you are very familiar with. The budget deal that has

20 recently been announced does not hit that threshold.

21   So after spending 2 years as the Comptroller, what are

22 the hard choices that the Department is going to have to

23 make in order to reconcile the new top line with the urgent

24 need to implement NDS priorities?

25   Mr. Norquist: So at the end of the day, you are

1   balancing between the size of the current force, the

2   readiness and the investment in new technologies. So you

3   want to make sure you do that right and you have to make

4   tradeoffs in that space. And I understand the importance of

5   both security and solvency and why people -- and not

6   everyone gets everything they want out of the deal.

7   The one thing I would highlight, though, is the value

8   of that stability of the deal to our ability to be able to

9   deploy the forces there. You know, we spent 9 years that we

10   started with a CR, some of them lasting so long that the

11   cumulative effect was the equivalent of 3 years. But you

12   cannot do a new start under a CR. So the new technologies

13   you want to invest in, even if you later get an

14   appropriation bill, you have lost 6 months. You know, you

15   have people who are not effectively spending the money.

16   They spent 6 months holding it back, and then even if you

17   got the same amount later, you have now got 6 months to

18   spend it. So I think the stability has a value for the

19   Department and for the families and the workforce that I do

20   not think should be underestimated.

21   Senator Hawley: Thank you very much.

22   Thank you, Mr. Chairman.

23   Chairman Inhofe: Thank you.

24   Senator Blumenthal?

25   Senator Blumenthal: Thanks, Mr. Chairman.

1   I want to ask you a couple questions about the UTC-

2   Raytheon merger. As you know -- I am not sure what his

3   title is right now -- Dr. Esper has said he is going to

4   recuse himself from any involvement in that merger. What do

5   you expect yours will be?

6   Mr. Norquist: So this would be something I believe

7   that is handled through the Under Secretary for Acquisition.

8   They would take a look at the risks to the industrial base,

9   the ability to support competition, what it means for

10 existing programs. Then they would either bring up a

11 recommendation -- although I do not remember which level the

12 decision is made, but it would be worked with Under

13 Secretary Ellen Lord and myself as to whether or not there

14 are any concerns. Assuming I am confirmed, that would be

15 the path going forward.

16   Senator Blumenthal: And what do you view as the

17 potential concerns?

18   Mr. Norquist: So one of the things you look at -- and

19 it is not just this. It is any merger -- is do I have the

20 two vendors who are selling the same product who normally

21 bid against each other merging so now I am only going to

22 have one bidder left. That would be a problem. So that is

23 where you are looking for a loss of competition. You are

24 looking for whether there is going to be a disruption to an

25 existing acquisition program that one or the other is

1   managing. Those are some of the primary concerns.

2   Senator Blumenthal: And are you concerned generally

3   about the trend toward consolidation in the defense

4   industry? The numbers of defense contractors has diminished

5   very substantially over the last decade or so.

6   Mr. Norquist: It has, and I would have to look over

7   time. I have not seen the data on what the consequences of

8   that has been. I mean, there are certain areas where those

9   types of combinations can be very valuable, and in other

10   areas where you risk losing the competition. So I was not

11   familiar with each of the cases as they came up before, but

12   it is an area where you want to keep an eye on it over the

13   long term to make sure you are not putting yourself in a

14   place where you have fewer and fewer suppliers.

15   Senator Blumenthal: And in terms of the timing, what

16   do you view as the potential timing for either Under

17   Secretary Lord or yourself or both of you being involved?

18   Mr. Norquist: Senator, I am not familiar with the

19   timeline that that process goes through, but if you would be

20   happy to, I can reach out to Ellen Lord and get you that

21   answer for the record.

22   Senator Blumenthal: I would appreciate that.

23   [The information follows:]

24   [COMMITTEE INSERT]

25

1   Senator Blumenthal: On Monday, I met with Secretary

2   Esper and he committed to recuse himself, and he did in his

3   testimony here. And so I think this merger rate has very

4   significant policy implications, both positive and, as you

5   point out, concerns about the effects of the consolidation

6   trend generally. I would like an outline from you as to the

7   kinds of considerations and criteria that will come into

8   play when you consider it because I think they set an

9   important framework for broader issues facing the defense

10   industry. The trend toward consolidation is likely to

11   continue, for better or worse, and the Department of Defense

12   ultimately is the consumer here. In most mergers, the

13   consumers are ordinary folks who go to the supermarket or

14   retail stores or the Internet to buy, but here the major

15   consumer is the Department of Defense in many respects. So

16   I think we need to protect that consumer. That is our job

17   and yours. And I would appreciate your considering it.

18   I was interested in the testimony from Secretary Esper.

19   I guess he has been sworn in, so I apologize --

20   Mr. Norquist: Yes, Senator, he has.

21   Senator Blumenthal: -- that I did not know his title

22   before.

23   Secretary Esper discussed the long-term strategic

24   threat posed by China and the need to maintain our undersea

25   capability, in fact, expand and enhance it.

1   Mr. Norquist: Correct.

2   Senator Blumenthal: Do you agree?

3   Mr. Norquist: Absolutely. One of the things that

4   survives in an anti-access environment is the undersea

5   capability, particularly submarines.

6   Senator Blumenthal: And that is important not only for

7   the triad and the new Columbia class but also Virginia

8   attack class submarines. Correct?

9   Mr. Norquist: Correct.

10   Senator Blumenthal: And the Virginia payload module is

11   important to achieve in many of those submarines as

12   possible.

13   Mr. Norquist: The Virginia payload module is a

14   tremendous addition to the Virginia class submarine, and the

15   capacity it provides is incredibly valuable, particularly

16   the high-end fight and particularly when you are operating

17   inside that anti-access environment.

18   Senator Blumenthal: And I hope that you will continue

19   to support the robust plans that this committee and the

20   Department of Defense have joined in achieving and leading.

21   Mr. Norquist: Absolutely, Senator.

22   Senator Blumenthal: Thank you, Mr. Chairman.

23   Chairman Inhofe: Thank you.

24   Senator McSally?

25   Senator McSally: Thank you, Mr. Chairman.

1   Secretary Norquist, good to see you. It was great to

2 visit with you last week to talk about a number of issues.

3 I want to highlight a few here today in my short time.

4   Luke Air Force Base in Arizona trains 70 percent of the

5 world's F-35 pilots. We need these fifth generation

6 fighters to make sure that we continue to dominate in the

7 air, have not just air superiority but air dominance.

8   I am concerned about the readiness issues that were

9 already brought up about the GAO report saying 30 percent of

10 the fleet was unable to fly and that they will not make the

11 80 percent readiness goal by the end of the year. So I know

12 Secretary Esper talked about this a little bit. Part of it

13 is the canopies.

14   Can you give us any sort of update on the path forward

15 in order to improve the readiness of this important asset?

16   Mr. Norquist: So I think that the canopies is one of

17 them, and that is an area where the solution -- it just

18 decays so fast that you end up taking it down and replacing

19 it. So the answer is as you field a new system, you find

20 things like that. We got to go with a different solution.

21 We need things that do not drive ongoing maintenance tails.

22   There have been a series of -- you know, and Secretary

23 Shanahan would host these meetings where they would go over

24 each of the individual drivers that kept readiness down and

25 what the short-term solution and, more importantly, what the

1   long-term solution was so that the sustainment costs and the

2   readiness numbers stay up in the long run.

3   So those are some of the things that are underway now,

4   and I expect that we will continue to need to work that as

5   we go forward.

6   Senator McSally: Great.

7   I also want to highlight to you -- manpower is an

8   issue, as you mentioned. Back when I flew, you would have

9   the crew chief, who has the basic maintenance of the

10   aircraft, but then you would have the specialists that are

11   all unique, the hydraulics guy, the avionics guy. They have

12   an innovative program at Luke Air Force Base they are

13   calling a lightning integrated technician where they are

14   basically cross training across many core competencies a

15   smaller team that actually owns the airplane. And what they

16   are finding is it is taking less manpower. The aircraft are

17   more available, and it is actually increasing morale and

18   pride because they own the aircraft and they are able to be

19   more utility infielders for keeping that jet available.

20   So you are an efficiency guy. This seems like a really

21   great example, and I would just ask if you take a look at it

22   to see where across all the services, initiatives like this

23   could help basically increase our readiness while decreasing

24   manpower and increasing efficiency.

25   Mr. Norquist: Absolutely. I would be happy to look at

1   that best practice and make sure it gets widely shared.

2   Senator McSally: They really are a model there, and I

3   am really proud of what they are doing. And I hope to host

4   you there to be able to see it firsthand.

5   The other issue we have as modernization as a priority

6   is the training and testing ranges. So we have got the

7   Barry Goldwater ranges out there, which are amazing, and I

8   trained my squadron there myself. But with the fifth

9   generation aircraft, they do not quite have the size and the

10   emitters for realistic training.

11   We also have the Yuma Proving Grounds. While we are

12   doing more long-range capabilities in the Army, long-range

13   strike, they got to shut down a highway in order to test

14   anything longer than 60 kilometers.

15   And then we also have the Electronic Proving Grounds at

16   Fort Huachuca.

17   Again, these are amazing capabilities, but they are not

18   fully modernized to make sure we are taking advantage of

19   what they have so we can test and train for future warfare.

20   So can you commit to partnering with us to specifically

21   address the training and testing ranges to make sure that,

22   again, our military has everything they need in their

23   training like they fight and we are modernizing those

24   ranges?

25   Mr. Norquist: Absolutely, Senator. The threat keeps

1 changing and you have to modernize our ranges to represent

2 the more modern threat, otherwise you are preparing the

3 pilots for the wrong environment. And so those types of

4 investments are a key part of effective training and

5 effective development of the force. And I fully agree with

6 you and would be happy to look at that.

7   Senator McSally: Great, fantastic. Again, I look

8 forward to hosting you there so you can see these training

9 and testing ranges we have. But they also need to be

10 modernized.

11   Finally, I am grateful for the partnership we have

12 already had related to stopping sexual assault in our

13 military. As you know and I saw in your answers to

14 questions, you are going to be overseeing the implementation

15 of many of the task force's recommendations, the one that I

16 asked to be created to improve the process after an assault

17 is reported through the investigation and the judicial

18 process.

19   Will you commit to continue to work with me on the

20 front of end of making sure that we stop assaults in the

21 first place now? We have got way more to do. Zero assaults

22 need to be the goal, and we have got to figure out a better

23 way for prevention, especially with our younger soldiers,

24 sailors, airmen, and marines in that age 17 to 24, what

25 really works. Do not just throw more training and

1   Powerpoint slides at them. Let us figure out what is

2   actually going to work in order to stop this crime from

3   happening in our ranks.

4   Mr. Norquist: I am absolutely committed to working

5   with you on that, Senator. I believe with the importance of

6   the prevention, but as you have brought up in other cases,

7   the ability to support the survivors with the right process

8   and the right information as they go through this so they

9   are not left out of the loop as to where things are going

10   and what is happening.

11   Senator McSally: Wonderful. Thank you. I appreciate

12   working with you on this as well and look forward to

13   supporting you in your confirmation and working with you in

14   the future. Thanks.

15   Mr. Norquist: Thank you, Senator.

16   Chairman Inhofe: Senator Sullivan?

17   Senator Sullivan: Thank you, Mr. Chairman.

18   And, Mr. Norquist, congratulations. I think you are

19   going to do a fine job here. I look forward to supporting

20   your nomination.

21   I wanted to follow up a little bit on this discussion

22   of allies. You know, I actually had an opportunity to meet

23   with Ambassador Bolton when he was heading over to the Asia-

24   Pacific this weekend when he was stopping in Alaska. And we

25   are undertaking host nation support agreements with

1   different countries. I certainly support the President's

2   view of getting more, as you mentioned, from our allies in

3   terms of home basing. I think that is fair.

4   But let me ask one question. Nobody is expecting this

5   but if for some reason at the end of the day there was no

6   agreement, we had to pull out our forces from Japan and

7   Korea, what would be the strategic implications for the

8   United States? Would that be a good thing or a bad thing?

9   Mr. Norquist: It would be a very bad thing.

10   Senator Sullivan: Let me ask, who do you think would

11   be celebrating? Well, I will just ask you. Have Russia and

12   China and North Korea not been trying to splinter our

13   alliances in the Asia-Pacific for decades and would think

14   this is a wonderful thing if somehow we left those areas?

15   Mr. Norquist: They would. The one thing that we have

16   that they do not have is a network of allies and partners.

17   People want to work with us. They are not particularly

18   excited to work with them. And being able to maintain that

19   constructive relationship is valuable.

20   Senator Sullivan: But we should be looking at

21   deepening and expanding that alliance group. You are right.

22   We are an ally-rich nation. Those countries are ally-poor.

23   They pretty much just have each other and nobody else wants

24   to be on the China team, for example, unless they are

25   forced.

1   Mr. Norquist: Right.

2   Senator Sullivan: Bludgeoned.

3   I want to commend you on the audit. I think we are

4 working with the chairman and his staff and you on a hearing

5 soon, whether the full committee or the Readiness

6 Subcommittee, which I chair. I think it would be a great

7 opportunity to highlight in more detail the good work that

8 you do. We can learn a lot from that.

9   I want to talk just briefly on missile defense. I was

10 at the Pentagon when the President rolled out the Missile

11 Defense Review with the Vice President and the Secretary of

12 Defense. There has been a lot of progress, bipartisan

13 progress, on this committee. You know, my State, Alaska, is

14 the cornerstone of America's missile defense, whether it is

15 missile fields or the radar sites, all of which we are

16 building up.

17   Anything else that you think needs to be highlighted

18 from the Missile Defense Review that we should be focused on

19 here in the Congress to make sure we have the most robust

20 missile defense for our nation?

21   Mr. Norquist: So I think, Senator, I went up and

22 traveled to Greely. I think the forces we have up there are

23 fantastic, the location there. The number of different

24 trajectories for which that provides deterrence is

25 incredibly valuable.

1   I think the one thing that we have to continue to do is

2   research and experiment. We have to continue to look at the

3   evolving threats and look at the defenses and make sure we

4   are keeping up with those challenges.

5   Senator Sullivan: Well, let us know. Again, I have

6   had bills 3 years in a row that have become part of the

7   broader NDAA that talk a lot about testing, a lot about the

8   importance of broad-based testing for our missile defense.

9   But it is a good news story, bipartisan good news story,

10   that you do not hear a lot about in the press, but we are

11   making significant progress and it is a good partnership

12   between the Pentagon and the Congress on that.

13   You know, I would love to get your commitment to come

14   back to Alaska. I will say it again. General Billy

15   Mitchell called it the most strategic place in the world

16   given our strategic location. We are going to have, by the

17   end of next year, over 100 fifth generation fighters,

18   F-22's, F-35's, located in Alaska. But we have 50-year-old

19   tankers in Alaska, these KC-135's.

20   When I had Secretary Esper here just last week in his

21   confirmation hearing, he said the message it would send to

22   our potential adversaries, China, Russia, North Korea, to

23   have 100 fifth generation combat-coded fighters and

24   stationing KC-46's in Alaska would send a message that the

25   U.S. has, quote, extreme strategic reach. That is the new

1   Secretary of Defense who said that just last week. Would

2   you agree with that?

3   Mr. Norquist: I absolutely agree with Secretary Esper.

4   And one of the things I always tell people is if you want to

5   understand the reach of Alaska, look at a globe, turn

6   around, and you will be impressed with what falls within the

7   range of aircraft or aircraft with additional refueling.

8   Senator Sullivan: Well, I look forward to getting you

9   up to Alaska again and having you take a look at this issue

10   on the KC-46. I think it is a no-brainer when the Air Force

11   does its OCONUS deployment decisions, but having your

12   support, the Secretary's, the chairman's I think is

13   important.

14   Let me ask a final question. It would not be

15   appropriate for me not to mention the Arctic. I have showed

16   this slide to you and many others. This is just about the

17   last about 2 months of headlines with regard to things that

18   are happening in the Arctic. China, Russia move into the

19   Arctic. Put U.S. at risk. That is "The Hill" newspaper.

20   China military expanded reach into the Arctic Pentagon says.

21   That is "Bloomberg." I mean, on and on and on.

22   I do think that the Pentagon in some ways is the last

23   to kind of recognize the strategic importance of the Arctic

24   both in terms of opening sea lanes with receding sea ice,

25   natural resources. Secretary Pompeo gave a really powerful

1   speech on our strategic interests there.

2   If confirmed, which you will be, will you commit to

3   work with me and this committee, which has done a lot on

4   highlighting the importance of the Arctic for our military

5   and national security interests? Will you commit to doing

6   that with me and other members of this committee?

7   Mr. Norquist: Senator, should I be confirmed, I would

8   be very happy to do that with you.

9   Senator Sullivan: Excellent. Thank you.

10   Thank you, Mr. Chairman.

11   Chairman Inhofe: Thank you, Senator. He will be up to

12 Alaska as soon as he leaves Oklahoma.

13   [Laughter.]

14   Chairman Inhofe: Now, we do want to get one last thing

15 on here, and that is questions for the record. We are going

16 to have a deadline of today, and we would ask that you would

17 respond to those questions for the record as soon as you

18 receive them.

19   It has been a great hearing. We appreciate all your

20 efforts. Look forward to working with you.

21   We are adjourned.

22   [Whereupon, at 11:41 a.m., the hearing was adjourned.]

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