

**Advance Policy Questions for Jessica Lynn Wright**  
**Nominee for Assistant Secretary of Defense for Reserve Affairs**

**Defense Reforms**

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

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

I believe that the Goldwater-Nichols Act has greatly contributed to the strong framework for today's joint warfighting capabilities. It has significantly improved inter-service and joint relationships, promoting greater effectiveness of the Military departments and Combatant Commands.

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

Currently I am unaware of any areas where modifications are needed. If I am confirmed, I would have an opportunity to assess any further need to legislative modifications.

**Qualifications**

Field Code Changed

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

I have served this country in uniform for over 35 years, a large part of that time in key leadership positions as an Active Guard Reserve officer as well as a traditional Reserve Component member. My last assignment for over 7 years was as The Adjutant General of the Commonwealth of Pennsylvania and Commander of the Pennsylvania National Guard where I worked with a wide variety of officials at the Federal, State and local levels.

During that time, I was responsible for a vast array of programs and activities including the personnel, equipping, training, mobilizations, deployment and demobilizations of over 20,000 guards men and women, the management and implementation of the PA National Guard responsibility for the National Special Security Event G-20, the role the PA National Guard played in providing support to Hurricane Katrina, and several aspects of the Presidential Inauguration in January 2009, to name

just a few. I was also responsible for all of the veterans programs within the Commonwealth as well as our Family support networks, Yellow Ribbon and ESGR Programs.

Since retirement in November 2010, I have worked in the Office of the Secretary of Defense as the Deputy Assistant Secretary of Defense for Reserve Affairs (Manpower and Personnel) and Acting Principal Deputy Assistant Secretary of Defense for Reserve Affairs.

### **Major Challenges -**

#### **In your view, what are the major challenges confronting the next Assistant Secretary of Defense for Reserve Affairs?**

A key challenge, from my perspective, is to sustain the Reserve Component as an integral part of the all-volunteer Total Force, and at the same time protect and enhance the skills gained in a decade of conflict. Unemployment and underemployment of our returning troops is a growing concern along with allowing new ideas to flourish to build strength and resiliency in the families.

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

If confirmed, I expect to focus on maintaining a balance for service members, families and employers. I believe we need to utilize the continuum of service to sustain the all-volunteer force with flexible service options. I intend to apply the Department's utilization rules that govern the frequency and duration of activations. This would provide predictability for Service Members, thereby managing the expectations of our service members, their families and employers.

### **Duties**

**Section 138 of title 10, United States Code, provides that the Assistant Secretary of Defense for Reserve Affairs shall have as her "principal duty the overall supervision of reserve component affairs of the Department of the Department of Defense."**

#### **Assuming you are confirmed, what duties do you expect that the Secretary of Defense will prescribe for you?**

If confirmed, I would make it a priority to meet with Citizen Warriors, their families and employers to make sure I understand their concerns and carry that message back for possible resolution. I would strive to be a voice for the Reserve Components. I feel that it would be necessary to meet with the Reserve Chiefs, Combatant Commanders and other gaining force commanders, to understand their views and expectations. I would then carry that message as an advisor to the Secretary of Defense.

**In carrying out these duties, what would be your relationship with the following officials?**

- **The Secretary of Defense**  
If confirmed, I would report through the USD P&R to the SECDEF; this position reports directly to the USD P&R.
- **The Deputy Secretary of Defense**  
If confirmed, the same will hold true for Deputy Secretary Carter.
- **The Under Secretary of Defense for Personnel and Readiness**  
If confirmed, I intend to work with the Under Secretary in whatever framework that is established. I will strive to have transparent information flow both in and out.
- **The Principal Deputy Under Secretary of Defense for Personnel and Readiness**  
If confirmed, I intend to have a transparent relationship with the Principal Deputy Under Secretary of Defense for Personnel and Readiness and support her efforts to support the USD.
- **The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs**  
If confirmed, I will develop a collaborative relationship with Assistant Secretary Stockton.
- **The General Counsel of the Department of Defense**  
If confirmed, I will seek his advice and counsel on matters that fall under the purview of his office.
- **The combatant commanders, particularly the Commander U.S. Northern Command**  
If confirmed, I intend to have open communication with U. S. Northern Command and all of the Combatant Commanders.
- **The Assistant Secretaries in the military departments responsible for reserve matters**  
If confirmed, I would ensure that the Office of the ADS/RA has open communications with the Assistant Secretaries at all levels.
- **The Chief of the National Guard Bureau**  
I believe he is a key partner and the channel of communication between the Services and the 54 States and Territories. If confirmed, I will foster an open dialogue.

- **The Chiefs of Reserves of each of the Services**  
I believe all the Reserve Chiefs are key stakeholders and if confirmed would work to foster open and frank dialogue.
- **The Assistants to the Chairman of the Joint Chiefs of Staff for Guard and Reserve Matters**  
I believe an open and transparent relationship must exist between the ASD/RA and the office of the Joint Chiefs of Staff for Guard and Reserve Matters. If confirmed I would to develop this communication.
- **The Reserve Forces Policy Board**  
In the 2011 NDAA, sponsorship within the Department of Defense has passed to the Undersecretary of Defense for Personnel and Readiness. If confirmed, I will continue an open relationship with the independent Board and facilitate RA staff in providing information and research on key topics impacting our Reserve Components when asked.
- **The State Governors and the Adjutants General of the States**  
If confirmed, I would ensure the OSD/RA has an open and collaborative relationship, using the Chief, National Guard Bureau as a channel of communications. If confirmed, I would work with Dr. Stockton and the Council of Governors.

#### **Recruiting and Retention –**

**Some have expressed concern that use of the Reserve Component as an operational force and the regular mobilizations of Reserve Component members will have an adverse effect on recruiting and retention in the Reserve Components.**

**If confirmed, what actions will you take to enhance recruiting and retention of experienced members of the Reserve Components?**

To date, Reserve Component recruiting and retention goals have been met for the department, in both quantity and quality and I fully anticipate them to be met through the remainder of the fiscal year. As such, I believe the current incentives/benefits programs appear to be working.

If confirmed, maintaining open and effective communication with the Reserve Chiefs and their subordinate leaders will ensure I understand their needs in these areas. I also believe that Office of the Assistant Secretary of Defense for Reserve Affairs (OASD (RA)) should encourage and facilitate new ideas and approaches that adapt to changes that may occur in recruiting the highest quality members and retaining the experience necessary to meet the nation's future challenges.

### **Medical Personnel Recruiting and Retention –**

**Much of the medical infrastructure for the Department of Defense is in the Reserve Components. DoD has experienced significant shortages in critically needed medical personnel in both the active and Reserve Components. The Committee is concerned that growing medical support requirements will compound the already serious challenges faced in recruitment and retention of medical, dental, nurse, and behavioral health personnel.**

**What is your understanding of the medical support requirements in the Reserve Components and the sufficiency of plans to meet recruiting and retention goals in these specialties?**

It is my understanding that medical recruiting has remained strong across the Services with the exception of some critical wartime specialties. These deficits are reflective of the availability of those professionals in the civilian population as well as their economic vulnerability with a mobilization. I believe the Services have consistently and exceptionally met operational medical missions often enabled by our stateside Medical Treatment Facility purchased care system.

**What legislative and policy initiatives, including greater involvement of personnel in recruiting and enhanced bonuses and special pays, do you think may be necessary to ensure that the Reserve Components can continue to meet medical support requirements?**

I believe it will be critical to continue to fund accession and retention bonuses and special pays to meet recruiting and retention missions. If confirmed, I will work with the Services to ensure a Total Force approach for pay management offering the greatest flexibility for each of the Services to meet long term health care recruiting and retention goals is available.

### **Sexual Assault Prevention and Response -**

**The Department has developed comprehensive policies and procedures to improve the prevention of and response to incidents of sexual assaults, including providing appropriate resources and care for victims of sexual assault. However, numerous incidents of sexual misconduct involving military personnel continue to occur.**

**In the context of the Reserve Components, do you consider the current sexual assault policies and procedures to be effective?**

The Guard and Reserve have extensive policies, procedures and trained staff in place to deal with incidents of sexual assault. If confirmed, I will work with colleagues in OSD and the Services to review these procedures and ensure they are effective.

**What is your assessment of the adequacy of support systems and processes for victims of sexual assault in the Reserve Components?**

The Guard and Reserve have outstanding personnel trained to support victims of sexual assault. If confirmed, I will review these systems and processes in the Reserve Components to assess their effectiveness.

**What is your assessment of the authorities available to reserve component commanders to hold assailants accountable for sexual assault?**

It is my understanding that the Services in coordination with the DoD Sexual Assault Prevention and Response Office (SAPRO) have the required authorities to hold assailants accountable. If confirmed, I will continue to review these authorities to ensure that we are facilitating the opportunity for our service members to serve with dignity and have confidence in their peers and leaders.

**Enhanced Reserve Mobilization Authorities –**

**In the National Defense Authorization Act for Fiscal Year 2012, Congress authorized the Service Secretaries to mobilize units and individuals in support of pre-planned combatant command missions for up to 365 consecutive days. In the new defense strategy announced in January, the President and Secretary of Defense stated that while conventional ground forces will be reduced, special forces will be increased over the next five years, and a key component of the new strategy seems to be the establishment of a rotational presence in Europe, the Middle East, and anywhere US interests are threatened.**

**What is your assessment of the operational Reserve and how it will fit into this new paradigm of forces rotating into and out of multiple locations of strategic interest?**

I would consider this an opportunity to sustain the readiness that we have achieved in the past 10 years. This new authority will give Service Secretaries more autonomy and flexibility in sourcing COCOM requirements through the use of their Reserve Components.

**What is your view of the appropriate size and makeup of the Reserve Components in light of the new defense strategy?**

I think that the Services should take advantage of this new authority when making decisions on restructuring their forces. Utilization of the Reserve Components as a partner in the rotational support to COCOMs should reduce the infrastructure required of a permanent party active component in theater and relieve stress on the Total Force, thereby making the reserve component an economical and viable partner in the force mix.

### **Homeland Defense and Homeland Security -**

**What do you see as the appropriate role of the National Guard and Reserves in homeland defense and homeland security?**

I know that the National Guard has a dual purpose and their participation in domestic threats is well founded in law and history. Recent changes to law have enabled the Reserves to also participate. I believe that Homeland Defense and Homeland Security is a Total Force responsibility, and that the nation should take advantage of the extensive competencies and capabilities of the National Guard and Reserves in support of priority missions.

If confirmed, I will work to ensure the Guard and Reserves have the equipment, training, and personnel to accomplish their missions, both at home and abroad.

### **Mobilization and Demobilization of National Guard and Reserves -**

**Over the past decade, the National Guard and Reserves have experienced their largest and most sustained employment since World War II. Numerous problems arose in the planning and procedures for mobilization and demobilization, e.g., inadequate health screening and medical readiness monitoring, errors caused by antiquated pay systems, limited transition assistance programs upon demobilization, and lack of access to members of the Individual Ready Reserve. Reserve force management policies and systems have been characterized as “inefficient and rigid” and readiness levels have been adversely affected by equipment stay-behind, cross-leveling, and reset policies.**

**What is your assessment of advances made in improving reserve component mobilization and demobilization procedures over the past decade, and where do problems still exist?**

It is my understanding that the paradigm of “Train-Mobilize-Deploy” provides predictability to service members, their families and employers. Additionally, this allows the units identified for mobilization to ramp up for deployment.

Service members and their families receive TRICARE medical benefits and Yellow Ribbon training in advance of mobilization, increasing their fitness for duty and reducing the time necessary to mobilize. The standardization of procedures at home station allows the mobilization station to certify deployment readiness.

If confirmed, I will examine the current processes and work to address any challenges that exist.

**What do you consider to be the most significant enduring changes to the administration of the Reserve Components aimed at ensuring their readiness for future mobilization requirements?**

I believe one of the most significant enduring changes is the implementation of Service force generation plans that enable units to train and deploy on a more predictable time line.

**Do you see a need to modify current statutory authorities for the mobilization of members of the National Guard and Reserves beyond the new mobilization authority in the National Defense Authorization Act for Fiscal Year 2012?**

Two important changes were made and at this time, I don't believe that any additional changes are needed. However, if confirmed I will monitor the effect of the changes closely and propose changes where necessary.

**Lessons Learned -**

**What do you believe are the major personnel lessons learned from Operation Enduring Freedom (OEF), Operation Iraqi Freedom (OIF), and Operation New Dawn which you would seek to address if confirmed?**

If confirmed, I would seek to mitigate the stress on the Total Force by ensuring the Services continue to utilize the National Guard and Reserves. I believe the Reserve Components can continue to provide trained, ready and cost-effective forces that can be employed on a regular operational basis, while also ensuring strategic depth for large-scale contingencies or other unanticipated national crises.

**Operational and Personnel Tempo -**

**Current Department of Defense policy is that Reserve component members should have five years of dwell time for each year they are mobilized.**

**What is your view of the achievability of this goal? What measures must be taken to be able to achieve it within five years?**

I believe the Department is making progress toward that goal. I think the 1 to 5 dwell time ratio is achievable. We must ensure that continuing efforts to rebalance Active and Reserve Component units are outlined and set the conditions to comply with the Department's one-year involuntary mobilization policy.

**In your view, how does the shift of resources from Iraq to Afghanistan affect dwell-time ratios?**

I believe this shift has made the 1 to 5 dwell goal more attainable based on the lower demand for resources. If I am confirmed, my goal would be to continue policies that support the attainment of the 1 to 5 dwell goal for all Reserve Components.

**What measures are being taken to respond to operational requirements for low-density, high-demand units and personnel whose skills are found primarily in the Reserve Components, e.g., civil affairs, medical personnel, and truck drivers?**

I am told the Services are expanding capacity in selected areas, continuing to rebalance the AC/RC mix where appropriate, and using joint solutions. Force structure decisions and rebalancing are a continual process. If confirmed I intend to be involved in this process to ensure the Reserve Components are used to the best advantage of the Total Force.

**In your judgment, what would be the impact on the current rates of operations and personnel tempo of assigning principal responsibility for support to civil authorities for consequence management of natural, domestic disasters to reserve component forces?**

It is my understanding that to avoid this situation the Services are accounting for support to civil authority missions in their force generation models which is a good practice. I would not want to break faith with the Service Members who have volunteered with the expectation that they would have the honor to defend this nation on the home front and overseas.

#### **Stress on Families -**

**National Guard and Reserve families have been under great stress since 2001 as a result of multiple and lengthy deployments in OIF and OEF.**

**In your view, what are the key indicators of the stress on Reserve Component families at this time?**

From what I understand, some key indicators of stress on the Reserve Component families include everything from communication issues to substance abuse, significant relationship issues and even domestic violence. I believe it is critical to track these trends and seek input from Military Family Life Consultants in order to best deal with these issues.

**If confirmed, what will you do to address these key indicators?**

The Services are aware of and have multiple programs to address each of these issues and are available for leaders to implement. If confirmed, I would work to support these programs as well as the Yellow Ribbon Reintegration Program which connects Reserve Component family members with assistance.

**What do you consider to be the most important family readiness issues in the National Guard and Reserves?**

Predictability and communication are key issues faced by Reserve Component family members. If confirmed I would work with the Services to provide awareness of and access to support services to ensure family readiness.

**If confirmed, how would you ensure support for reserve component families, particularly those who do not reside near an active-duty military installation, related to mobilization, deployment, and family readiness?**

If confirmed, I would ensure the Department's Yellow Ribbon Reintegration Program is properly focused and funded to address the issues faced by reservists, geographically dispersed active duty, their families and immediate support network. The program's proactive and preventive scope provides information, access, referrals, and outreach to military members, their families and immediate support network. This needs to be underwritten by a coordinated, community based network of care encompassing the Department, VA, State, local, and private providers. My goal would be to provide a full range of services available to Active, Guard, and Reserve members and their families.

**If confirmed, what additional steps would you take to ensure that family readiness needs, including child care, are addressed and adequately resourced?**

I believe this is a critical area where DoD must not become "installation minded" but work to utilize community partners. If confirmed I would work to identify where there are service gaps in communities and build community capacity.

**Guard and Reserve Unemployment and Transition Assistance -**

**Many Guard and Reserve members return from deployment and cannot find employment or are under-employed.**

**If confirmed, how will you address unemployment issues regarding members of the Reserve Components?**

I believe that civilian employment is a critical readiness factor for the Reserve Components. If confirmed, I will support ongoing efforts in Reserve Affairs and ESGR

to connect Service Members with military friendly employers who understand their continuing obligations.

### **Individual Ready Reserve –**

**The Commission on the National Guard and Reserves found that accessing the IRR as a viable source of manpower for the war has been problematic and that using the IRR as a solution for unit manning is a failed concept.**

#### **What is your view of the proper role of the IRR in force management planning?**

The last ten years of persistent conflict have allowed the Department of Defense to validate the resiliency and capabilities of an All-Volunteer Force. I believe the Total Force is best leveraged when an appropriate force mix of Active Component and Reserve Component members is achieved. In my view, the IRR must remain part of the total force planning strategy now and well into the future – particularly as a means to provide rapidly expanding capacity as the Services consider their structure and capability.

#### **If confirmed, what changes, if any, do you foresee making to the IRR recall policy?**

The Services own and manage their respective IRRs, and utilize them as manpower requirements necessitate. At this time, I do not see the need for Department of Defense to significantly affect the Services' IRR policy or procedures for mobilization. If confirmed I will remain committed to providing the necessary policy and guidance to support and shape this valuable resource for continued utilization.

#### **What is your view of policies affecting continued service by officer and enlisted personnel in the Reserve Components who have fulfilled their MSO?**

I am confident that the Service Secretaries have the appropriate management procedures to effectively engage and monitor participation for those members that have completed their military service obligation and desire a continued affiliation with military service. If confirmed, I will examine appropriate technologies to enhance training opportunities for those members that remain active participants, as well as to engage those members that wish to continue in service.

#### **What is your assessment of the adequacy of the system in place for members in the IRR receiving orders to active duty to request a delay or exemption for that activation, including the procedures in place for appealing the decision on that request?**

I am confident that the Services have well established processes for delay and exemption for IRR members. I am further confident that these requests, processed

through their chain of command are handled in a timely manner and are fair and appropriate.

**What is your assessment of the value of the IRR to the All-Volunteer Force?**

The IRR remains a critical enabler to the All Volunteer Force. The IRR provides strategic depth to the operational as well as the strategic Reserve with pre-trained individual manpower, and can flex as manpower requirements dictate.

**Medical and Dental Readiness of National Guard and Reserve Personnel –**

**Medical and dental readiness of reserve component personnel remains an issue of significant concern to the Committee, and shortfalls that have been identified have indicated a need for improved policy oversight and accountability.**

**If confirmed, how would you seek to clarify and coordinate reporting on the medical and dental readiness of the reserves?**

I believe medical readiness must remain a top priority, as it is critical for the success of the Reserve Components. Currently, the Services report overall status on a quarterly basis to DoD's Force Health Protection agency, and the reports have shown steady progress in overall readiness. Dental readiness improved most dramatically due to new programs that offered dental restorative care along with the standard screening. If confirmed, I would continue to support efforts to standardize reporting efforts across the Services.

**How would you improve on the ability to produce a healthy and fit reserve component?**

It is my understanding that there is an impressive team of Preventive Health clinical experts who are crafting a multi-discipline, multi-community approach for DoD in collaboration with the National Prevention Strategy of the Office of the Surgeon General. The DoD's effort addresses many of the core national preventive health issues identified by the Department of Health and Human Services. DoD participation on these working groups aligns with the national strategy to address our military community including the military families and civilian workforce that supports the DoD. If confirmed, I would support these efforts.

## **Health Care for Reservists –**

**Members of the Reserve and National Guard who are ordered to active duty for more than 30 days are eligible for the same health care and dental benefits under TRICARE as other active duty service members.**

### **What is your view of the adequacy of health care for reserve component members?**

I believe that proactive healthcare is tied to readiness and that improvements have been made when Reserve members are ordered to active duty or mobilized for greater than 30 days. Currently, Reserve members and their families receive TRICARE coverage both pre and post mobilization. Members of the Individual Ready Reserve (IRR) are not eligible to purchase TRICARE Reserve Select (TRS), but may purchase dental coverage. I believe the department continues to make progress in mental health care access and coverage for our reserve members and their families, particularly for those injured while serving.

### **What are your suggestions for improving continuity of care for reserve members and their families?**

I believe continuous medical coverage is essential for Reserve members and their families during their transitions from civilian to military status. TRS has provided a bridge to improve continuity of care and has improved satisfaction for members and their families who have purchased this option. If confirmed, I would look at the feasibility of extending eligibility for TRICARE to members of the IRR who are currently not eligible for this option.

**TRICARE Reserve Select authorizes members of the Selected Reserve and their families to use TRICARE Standard military health care program at a subsidized rate when they are not on active duty.**

### **What is your assessment of TRICARE Reserve Select and its level of utilization in the Reserve Components?**

I believe there has been steady growth of TRS enrollment to nearly 20 percent of the eligible reservists. Members pay premiums that reflect 28 percent of the total cost of the coverage. TRS is important for our members, and is a competitive option for their health care needs. Additionally, I believe that this availability can improve readiness.

### **What impact has TRICARE Reserve Select had on recruiting for the Reserve Components?**

I believe that TRICARE Reserve Select is an incentive for recruiting and even more for retention, particularly for retaining those members of the Reserve Components

that are self-employed. TRS provides a means for RC members to maintain their health and individual medical readiness. TRS also provides an affordable continuum of health care for members and their families who might otherwise be required to change health plans and providers during each transition between military and civilian status.

**One of the major concerns for military family members is access to health care. Military spouses tell us that the health care system is inundated, and those stationed in more remote areas may not have access to adequate care, a particular concern for members of the Reserve Components.**

**If confirmed, what steps would you take to ensure complete access to health care for the families of members of the Reserve Components?**

I believe we must ensure that TRS premiums remain affordable for members and their families. If confirmed, I would partner with Health Affairs to improve complete access to health care for Reserve Component family members.

#### **National Guard Equipment and Readiness –**

**Numerous changes to the roles and responsibilities of the National Guard and Reserves have occurred in recent years, including elevating the Chief of the National Guard Bureau to membership on the Joint Chiefs of Staff. Additionally, over the past 10 years, the Army has relied on its Reserve Components to deploy in support of operations in Afghanistan and Iraq, as well as other operations worldwide. To supply ready forces, the Army implemented a rotational readiness model for its active and Reserve Components based on a cycle of increased training until a period of eligibility for deployment. Under this force generation system, reserve units would be equipped to readiness levels that mirror the active force. The 2012 Defense Strategic Guidance stressed that the Department will need to examine the mix of active and reserve component elements best suited to the new strategy and stated that expected pace of operations over the next decade will be a significant driver in determining an appropriate mix of active and reserve component forces and level of readiness. The Guidance also stressed the need for a robust homeland defense.**

**How would reducing the pace of operations affect the active and reserve component mix and reserve readiness?**

I believe that even as the pace of operations declines, placing the Reserve Components in the Service rotational models preserves readiness, permits the Active force to reset and train, and provides an efficient use of the Total Force. I believe this may be a reduced overall cost. Continued training within the Reserve Components will remain an important part of this model.

**In your view, how will the missions of the Reserve Components change to meet these new priorities?**

I believe the Reserve Components are well positioned today to meet the demands of the new strategy. The Reserve Components are well suited for security force assistance missions, providing forces for long term stability operations, and fighting side-by-side with their AC counterparts in major combat operations. Being located in communities throughout the United States makes them the ideal force for Homeland Defense missions.

**How would you provide the “strong, steady-state force readiness” for the nation as it rebalances its reserve component forces?**

I believe the service force generation models provide the best opportunity to maintain a ready Reserve Component force that can contribute routinely to the overall operational force. If confirmed I intend to work closely with the Services and Joint staff to ensure a ready Reserve Component that contributes to the efficient use of the Total Force.

**National Guard and Reserve Budgeting -**

**If confirmed, what role would you play, if any, in the Department’s budget formation process for the Reserve Components?**

I believe that the role of the ASD (RA) is to serve as an advisor to the Secretary of Defense on all matters pertaining to Planning, Programming, Budgeting and Execution System for the Reserve Components within the Department of Defense. As such, the budget estimates are prepared by the Services and OSD reviews for sufficiency and balance. If confirmed, I would hope to provide input to, and coordination on, the overall DoD Budget Justification Book, especially with respect to the Reserve Components.

**How does the Department of Defense’s annual budget request document priorities and proposed funding levels for equipment procurement for each of the Reserve Components?**

The Service budgets reflect equipment requests and needs for all of their components. It is my understanding that those estimates may not always reflect the full requirement. If confirmed, I plan to consider all available options to capture this important information and improve transparency.

**What changes, if any, would you make to the process or documentation of the equipment-related funding request for the Guard and Reserves?**

If confirmed, I would support all efforts to improve transparency, visibility and coordination of the development of combined Active and Reserve equipment estimates.

**How would you improve oversight of reserve component budget execution, particularly to increase the transparency of the Reserve Components' execution of their annual appropriations for personnel, operations, and procurement?**

National Guard and Reserve Components have separate appropriations for operations and personnel. This allows us the needed transparency to perform our oversight role and assess the Service's budget requests and appropriations each year. If confirmed, I would work closely with the RC chiefs on ways ASD (RA) could help them utilize needed funds reprogramming and other management tools to improve budget execution. If confirmed, I would look for opportunities to increase transparency.

**Evolving roles of National Guard and Reserve in the Defense Establishment -**

**The roles and responsibilities of the National Guard and Reserves have evolved over the last 10 years particularly given their successful preparation and participation in support of the wars in Iraq and Afghanistan. The practical result is that the reserve component is now trained, equipped, and more ready than ever as an "operational" rather than a "strategic" reserve.**

**What is your assessment of the changes, if any, over the past 10 years in the expected levels of readiness of the Guard and Reserve prior to mobilization?**

The past 10 years of conflict have made the Reserve Components the most ready force in history. My assessment is that there will need to be appropriated baseline funding levels to support these readiness levels.

**How do these changes affect the manning, equipping, training, and budgeting for the reserve component as an "operational" reserve as opposed to its historical role as a "strategic" reserve?**

I believe to function as an operational reserve, the Services must provide baseline funding for required training, equipping and operational use.

**In your view, what changes, if any, are required to DoD or military department policies or programs to sustain the reserve component as an "operational" reserve?**

Currently, the Services' Yellow Ribbon activities are funded entirely through Overseas Contingency Operations (OCO) funds. As these funds draw down I believe it is

vitaly important that we identify a more sustainable funding stream to ensure that resources will continue to be available to support the enduring requirement for reintegration activities for an operational Reserve Force.

### **Reserve Forces Policy Board -**

**What is your view of the appropriate role, function, and membership of the Reserve Forces Policy Board?**

I see the Reserve Forces Policy Board as a highly valued source of independent advice to the Department. The structure and reporting line for the RFPB was modified to bring in outside experts and to give the Board direct advisory access to the Secretary of Defense.

### **Employment of Full-Time Support Personnel –**

**Active Guard and Reserve personnel providing full-time support are not authorized to perform state active-duty missions even in emergencies or disaster situations. On occasion, this can deny an important resource such as an aviation capability to a Governor in need of assistance.**

**Do you think, as a matter of policy, AGR members should be authorized in limited circumstances to perform limited state active duty missions?**

The law prohibits Title 10 AGR service members from providing full time support for state active duty missions. I see no reason that Department of Defense policy should be inconsistent with this law. As I understand, Title 32 AGR members have limited authority to perform these duties.

**Under what circumstances, if any, do you believe such use should be authorized?**

I believe that AGRs should be used under extreme circumstances with strict coordination with their higher headquarters when time and life saving measures are of the essence. If confirmed, and if those circumstances exist and a change in law is warranted, I would work with stakeholders to draft the change and submit the proposal for consideration.

**Repeal of “Don’t Ask, Don’t Tell” –**

**What is your assessment of the effect in the Reserve Components of the repeal of the Don’t Ask, Don’t Tell policy?**

It is my understanding that the Service and Combatant Commands continue to provide monthly progress reports on the implementation of repeal to the Secretary of Defense. The Services are responsible for implementation and training of their Reserve Components. To my knowledge, repeal is going smoothly and there have been no significant repeal-related issues.

**GI Bill Benefits –**

**Congress passed the Post-9/11 Veterans Educational Assistance Act in 2008 (“Post-9/11 GI Bill”) that created enhanced education benefits for service members who have served at least 90 days on active duty since 9/11. Many reserve component members have earned these benefits by virtue of their mobilizations.**

**What is your assessment of the effect of the Post 9/11 GI Bill on recruiting and retention in the Reserve Components?**

While the Department continues to assess the effects on recruiting and retention, I believe that this benefit has had a positive effect on both recruiting and retention and will continue to do so. Also, I understand the transferability provision of the Post-9/11 GI Bill has been extremely popular with the career Reserve Component force.

**What is your understanding of the sufficiency of the implementation plan for the transferability provisions contained in the Act?**

The Services are implementing the transferability plan and I am not aware of any unresolved issues relating to transferability.

**Montgomery G.I. Bill (MGIB) education benefits for members of the Selected Reserve under chapter 1606 of Title 10, United States Code, are an important recruiting and retention incentive. However, the level of the monthly benefit has not risen proportionately over time with that of MGIB benefits payable to eligible veterans under chapter 30 of Title 38, United States Code.**

**What is your view of the adequacy of the current monthly benefit levels under the MGIB for Selected Reserve?**

I think there are indications that the current monthly benefit level has not kept pace with the rising cost of education.

**Would you recommend any changes to this program?**

If confirmed I will work with the Services to review the level of benefit and seek Congressional support if any changes are needed.

### **Civil-Military Programs -**

**The Department of Defense STARBASE program is an effective community outreach program currently operating at about 60 locations throughout the United States that operates under the oversight of the Assistant Secretary of Defense for Reserve Affairs.**

#### **What is your view of the STARBASE Program?**

The President has taken a position to make math and science education a national priority. The DoD STARBASE program is an outstanding program that supports this effort through a three-way partnership between the military, the local communities and the school districts which advanced the culture of educating and developing our nation's youth in both the military and civilian communities.

#### **Do you believe that Guard and Reserve personnel should be involved in the STARBASE program?**

Yes, because the students benefit by becoming exposed to the military culture which values knowledge, opportunity and diversity.

#### **Do you believe it is appropriate to fund this program through the Department of Defense budget? How well is it coordinated with other DoD science, technology, engineering and mathematics outreach programs?**

Yes, I believe DoD should continue to provide funding for this program. The STARBASE Program as part of the overall STEM initiative is coordinated through the interagency process.

**The National Guard Youth Challenge Program was established in 1993 to help at-risk youth improve their life skills, education levels, and employment potential. Over time, the share of federal funding decreased to 60%.**

#### **What is your view of the National Guard Youth Challenge Program?**

The President has taken a position to address the high school dropout crisis and the National Guard Youth Challenge Program helps address this dropout crisis. It is a productive and outstanding performing program. I believe studies have shown that graduates of the Youth Challenge Program were much more likely to have obtained a high school diploma or a General Education Development certificate and earn college credits and more likely working.

**Do you believe this program should be funded through the Department of Defense budget, or through some other means?**

The National Guard Youth Challenge Program should be funded and managed by the Department of Defense and operated by the National Guard because of the strong military linkage which is a key element to the program's success, and because of the close National Guard/community connections.

**Yellow Ribbon Reintegration Program -**

**The Committee has learned that in FY 2012, nearly 30 percent of the funds appropriated for support of the Yellow Ribbon Reintegration Program will be allocated to employment and hiring initiatives for members of the Guard and Reserve, including funding of 60 employment specialists to coordinate State and local employment initiatives. Congress established the Yellow Ribbon Reintegration Program in the NDAA for 2008 to improve access to a broad range of family support programs before, during and following deployments.**

**If confirmed, how will you ensure that the redirection by DoD of a significant portion of the Yellow Ribbon Reintegration Program resources will not erode the availability of other needed services, including counseling, substance abuse and behavioral health support, that must be provided to members of the Guard and Reserve returning from deployments?**

I believe that the Yellow Ribbon Reintegration Program (YRRP) is dedicated to providing a variety of resources to assist Service Members with transitioning back into their communities. If confirmed, I will support the YRRP in continuing to provide all of the essential services required in statute while maintaining flexibility to direct funding towards meeting emerging needs.

**Comprehensive Review of the Future Role of the Reserve Component –**

**Please provide your assessment of the results of the Comprehensive Review of the Future Role of the Reserve Component published in April 2011.**

**In your view, did the review achieve its objectives?**

In my view, yes the review did achieve its objectives. The report objective was to outline the future roles and missions of the Reserve Components. Among the findings the report clearly recommends best future uses of the Reserve Components and offers a variety of law, policy, and regulatory change recommendations.

**What is your understanding of how and to what extent the report informed the new Defense Strategic Guidance?**

The new Defense Strategic Guidance, “*Sustaining U.S. Global Leadership: Priorities for 21<sup>st</sup> Century Defense*” (5 January 2012), contains numerous concepts which are complimentary to those found in the Comprehensive Review of the Future Role of the Reserve Component study. Specifically, I believe that six of the missions highlighted in the new strategic guidance are especially well-suited for the Reserve Component, and the new strategic guidance offers significant opportunities for the Reserve Component to contribute to the Total Force effort.

If confirmed, I would work to continue to seek efficiencies and provide better information to senior decision makers. Developing more robust and consistent costing methods will help DoD senior leaders better meet the recent Defense Strategic Guidance.

**If confirmed, what are the greatest challenges that you will face in applying the findings and recommendations of the Review to future decisions about the role of the Reserve Components as part of our national defense strategy?**

It is my understanding that DoD is considering implementation of these recommendations. The challenges will be implementation as Services develop their programs to support emerging Defense strategies in ever changing environments.

**Congressional Oversight**

Field Code Changed

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

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

If confirmed, I look forward to appearing before this Committee and other appropriate committees in support of our nation’s Service members.

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

If confirmed, I will appear before this Committee, or designated members of this Committee, and provide information in support of our nation’s Service members.

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

If confirmed, I will ensure that testimony, briefings, and other communications of information are provided to this Committee and its staff and other appropriate Committees.

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

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