

Advance Policy Questions for Lieutenant General Frank J. Grass
Nominee for the Position of Chief of the National Guard Bureau

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?

Not at this time. Goldwater-Nichols made great strides in achieving unity of effort, unity of command, and unity of resources among the Services and between the active and reserve components of each Service. This increased emphasis on jointness among the Services empowered the Chairman of the Joint Chiefs of Staff as principal military advisor and clarified the roles of the Combatant Commands. These provisions improved the efficiency and effectiveness of the Department. The Goldwater-Nichols provisions clarifying the responsibility of the Military Departments to recruit, organize, train, equip and maintain forces for assignment to the Combatant Commands confirm the primary role of the Services in these areas, and these provisions do not require further clarification or amendment.

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

If confirmed, I will be alert to any need to modify this landmark legislation. I will also continue to work with the Secretary, Joint Staff, Combatant Commands, and Military Departments to continue to improve all facets of our nation's joint operations, to include broader interagency coordination in response to emerging domestic and world events.

Qualifications

What background and experience do you have that you believe qualifies you for the position of Chief of the National Guard Bureau?

I have served in the National Guard for 42 years as both an enlisted soldier and an officer. Throughout my career I have traversed the spectrum of a National Guardsmen and have served in a variety of command and staff positions as a traditional National Guard soldier, in the Active Guard and Reserve program, and on Active Duty. I have had the privilege of previously serving in the National Guard Bureau as the Deputy Director of

the Army National Guard. In my current position at NORTHCOM, I serve as the Deputy Commander to a Combatant Command where I am the principal advisor to the Commander on all operational matters, providing strategic guidance to plan and execute missions within the area of responsibility. This includes air, land, maritime, ballistic missile defense and cyber homeland defense operations, as well as Defense support of civil authorities and theater security cooperation. I am also the Vice Commander for the US Element at NORAD where I work in close collaboration with homeland defense, security, and law enforcement partners to prevent air attacks against North America, safeguarding the sovereign airspaces of the United States and Canada. Between my current assignment and previous time at EUCOM as the Director for Mobilization and Reserve Component Affairs, I have over five years of joint time. The combination of all of these experiences and my deep respect for the role of the citizen-soldier in American history will enable me to lead the National Guard Bureau.

Vision for the future

What is your vision for the National Guard of today and the future?

My vision for the National Guard of today and the future is a high quality, efficient, operational force for both the homeland and overseas missions consisting of citizen-soldiers and airmen that are an integral member of the Total Force. My vision includes a superb partnership between the National Guard Bureau and the Adjutants General, allowing for more effective and efficient domestic response. I foresee a force that is an excellent steward of the Department of Defense's resources, one that is able to effectively meet the full spectrum of the Department's requirements. Most importantly, my vision for the National Guard includes taking care of our soldiers and airmen to keep faith with our all-volunteer force.

What roles do you believe the National Guard should play in combat, humanitarian, and stability operations?

The National Guard, as an integral member of the Total Force, should play a role across the full spectrum of operations including combat, humanitarian, and stability operations.

Major Challenges

In your view, what are the major challenges confronting the next Chief of the National Guard Bureau?

The National Guard must retain an experienced force through dynamic training opportunities and stability operations. Persistent and changing threats to the homeland, including cyber attacks, coupled with unsettled conditions worldwide and a constrained budget will be the major challenges confronting the next Chief of the National Guard

Bureau. Indeed, the structure and organization of all of the armed forces will be impacted by budgetary matters and hard choices will have to be made.

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

If confirmed, I will work closely with the Congress, the leadership of the Department of Defense, and the Military Departments to ensure the National Guard remains an operational force that can swiftly provide ready trained forces to respond to the full spectrum of domestic and overseas contingencies while retaining the cost-effective, part-time nature of the National Guard. I will closely monitor the National Guard's stewardship of the Department's resources. If confirmed, I will continue to review the National Guard Bureau's organization to ensure it is equipping the Chief to effectively participate on the Joint Chiefs of Staff. I will continue to seek ways to improve the channel of communications between the States and the Department.

Duties

Section 10502 of title 10, United States Code, provides that the Chief of the National Guard Bureau is (1) a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense; and (2) the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States.

If confirmed, how do you plan to carry out these responsibilities?

As a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense; and as the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States, if confirmed I intend to communicate, coordinate, and collaborate with our partners across the Federal and State spectrum to ensure our nation's wartime and domestic requirements are ably answered by the men and women of the National Guard.

What will be the role of the Director of the Army National Guard and the Director of the Air National Guard in the performance of these duties?

If confirmed, I will continue the close partnerships between the Chief of the National Guard Bureau and the Directors established by my predecessors in order to perform the duties of the CNGB with regard to the Services prescribed by law and policy. Both Lieutenant General Ingram and Lieutenant General Wyatt have tremendous experience in

their respective Services. I will rely upon them and their staffs to provide me expert assistance and leadership in carrying out the functions of the National Guard Bureau.

What do you consider to be the most serious problems in the performance of the functions of the Chief of the National Guard Bureau?

If confirmed, I look forward to continuing the process undertaken by General McKinley to evolve the management structure and processes of the National Guard Bureau, as the Bureau – like all Department of Defense organizations – adapts to significant changes in the operating and resource environments. The Bureau’s evolution will likely address key opportunities and challenges, including (a) implementing the statutory requirement to participate effectively in the advisory and assessment processes of the Joint Chiefs of Staff, as reflected in recent amendments to 10 USC 151 and 10 USC 10502; (b) continuing to improve the resource management capabilities of the National Guard to support the Army and Air National Guard and the States in providing effective stewardship of DoD resources; (c) providing an effective and timely channel of communication between the Department of Defense and the States, even as the overall DoD resource environment evolves and homeland defense and civil support requirements continue to increase.

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

If confirmed, I intend to expeditiously complete a thorough review of the status of the many management actions currently underway at the National Guard Bureau, in close consultation with the Directors of the Army and Air National Guard, the State Adjutants General, my colleagues on the Joint Chiefs of Staff, and other interested parties.

If confirmed, what broad priorities will you establish?

If confirmed, I intend to work closely with the Secretary of Defense, the Secretary of the Army, and the Secretary of the Air Force to lay out the priorities for the National Guard within the framework of the broader vision discussed above. Here are my priorities:

- 1) Develop and articulate a vision and strategy for the National Guard that effectively addresses the security needs of the nation;
- 2) Increase shared awareness and common purpose through more structured interactions between the Chief of the National Guard Bureau and the Adjutants Generals;
- 3) Take care of our soldiers and airmen by keeping faith with our all-volunteer force;
- 4) Review, analyze, outline, and implement tangible methods to make our organization more efficient and effective in all processes;

- 5) Ensure that the National Guard Bureau operates as a highly effective joint organization and that a realigned National Guard Bureau staff provides the support necessary to enable the Chief of the National Guard Bureau to fully participate as a valued member of the JCS team;
- 6) Ensure that the Chief of the National Guard Bureau always has full situational awareness so as to provide our nation's leaders with accurate and timely military advice related to National Guard capabilities;
- 7) Improve stewardship of the DoD resources entrusted to the National Guard.

Sections 151(a) and 10502(d) of title 10, United States Code, includes the Chief of the National Guard Bureau as a member of the Joint Chiefs of Staff with the specific responsibility of addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions.

If confirmed, how do you plan to carry out these responsibilities?

The key to being a successful advisor on matters regarding critical homeland defense and civil support missions will be the effective operation of the National Guard Bureau and an open and productive partnership with the Adjutants General and the Services. If confirmed I plan to carry out these responsibilities by continuing to develop my relationships with the Adjutants General and the Services, as I have had the honor to do in past years as the Deputy Commander at USNORTHCOM. I will also build upon the successes of my predecessor, General McKinley, with the intent of enabling the National Guard Bureau to provide greater clarity in expressing requirements and risks associated with National Guard roles, missions and resources in Joint Chiefs of Staff assessment and advisory processes. This includes providing a trained and joint qualified National Guard Bureau staff support to the Joint Staff; equipping the Chief of the National Guard Bureau to provide the Joint Staff with more timely and accurate information regarding National Guard capabilities; and improving the Chief of the National Guard Bureau's ability to manage resources across the National Guard to accomplish assigned homeland defense and civil support missions while always maintaining capabilities for full spectrum operations. Finally I will draw upon my years of experience in the National Guard to provide my best independent military advice to the Secretary of Defense, Congress, and the President.

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

- **The Secretary of Defense**

The Secretary of Defense is the principal assistant to the President in all matters relating to the Department of Defense. He has authority, direction, and control over the Department of Defense. If confirmed, I will act as a principal advisor to the Secretary of

Defense through the Chairman of the Joint Chiefs of Staff on matters involving non-federalized National Guard forces and through other DoD officials as determined by the Secretary of Defense or as directed by law or policy. I will serve as the channel of communications on all matters pertaining to the National Guard between (1) the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the DoD Components and (2) the States. If confirmed, as a member of the Joint Chiefs of Staff, I will serve as a military adviser to the Secretary of Defense as appropriate. I will cooperate fully with the Secretary of Defense to ensure that the National Guard Bureau properly implements the policies established by his office.

- **The Chairman of the Joint Chiefs of Staff**

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the armed forces; advises the Secretary of Defense on requirements, programs, and budgets that the combatant command commanders identify; develops doctrine for the joint employment of the Armed Forces; reports on assignment of functions (or roles and missions) to the Armed Forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as the law or the President or Secretary of Defense may prescribe. In conjunction with the other members of the Joint Chiefs, the Chief of the National Guard Bureau assists the Chairman in providing military advice to the President, the National Security Council, and the Secretary of Defense. If confirmed, it would be my duty as a member of the Joint Chiefs of Staff to provide frank and timely advice and opinions to the Chairman to assist him in his performance of these responsibilities I will establish and maintain a close and professional relationship with the Chairman, and I will communicate directly and openly with him on any policy matters impacting the National Guard and the Armed Forces as a whole.

- **The Deputy Secretary of Defense**

The Deputy Secretary of Defense performs such duties and exercises such powers as the Secretary of Defense may prescribe. The Secretary of Defense also delegates to the Deputy Secretary of Defense full power and authority to act for the Secretary of Defense and exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to law. If confirmed, I will be responsible to the Secretary of Defense, and to his deputy, for the operation of the National Guard Bureau in accordance with the Secretary's guidance and direction. I will communicate with the Deputy Secretary in order to provide advice and guidance required by law or delegated by policy.

- **The Under Secretary of Defense for Personnel and Readiness**

Subject to the authority, direction, and control of the Secretary of Defense, the Under Secretary of Defense for Personnel and Readiness shall perform such duties and exercise

such powers as the Secretary of Defense may prescribe in the areas of military readiness, total force management, military and civilian personnel requirements, military and civilian personnel training, military and civilian family matters, exchange, commissary, and nonappropriated fund activities, personnel requirements for weapons support, National Guard and reserve components, and health affairs. The Under Secretary of Defense for Personnel and Readiness is responsible, subject to the authority, direction, and control of the Secretary of Defense, for the monitoring of the operations tempo and personnel tempo of the armed forces. The Under Secretary shall establish, to the extent practicable, uniform standards within the Department of Defense for terminology and policies relating to deployment of units and personnel away from their assigned duty stations (including the length of time units or personnel may be away for such a deployment) and shall establish uniform reporting systems for tracking deployments. If confirmed, I will coordinate with the Undersecretary of Defense for Personnel and Readiness, the Assistant Secretary of Defense for Reserve Affairs, and in consultation with the Secretaries of the Army and the Air Force, to ensure the effective integration of National Guard capabilities into a cohesive Total Force. I will also coordinate with the Undersecretary of Defense for Personnel and Readiness, the Assistant Secretary of Defense for Reserve Affairs, in consultation with the Secretaries of the Army and the Air Force, in developing statutory changes, policies, and procedures affecting federally funded National Guard forces under State governor command.

- **The Assistant Secretary of Defense for Reserve Affairs**

The Assistant Secretary of Defense for Reserve Affairs is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness for Reserve component matters in the Department of Defense. The Assistant Secretary of Defense for Reserve Affairs is responsible for overall supervision of all Reserve component affairs in the Department of Defense. If confirmed, I will coordinate closely with the Assistant Secretary of Defense for Reserve Affairs, in consultation with the Secretaries of the Army and the Air Force, to ensure the effective integration of National Guard capabilities into a cohesive Total Force. I will also coordinate closely with the Assistant Secretary of Defense for Reserve Affairs and the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, in consultation with the Secretaries of the Army and the Air Force, in developing statutory changes, policies, and procedures affecting federally funded National Guard forces under State governor command.

- **The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs**

The Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs, under the authority, direction, and control of the Under Secretary of Defense for Policy, serves as the principal civilian advisor to the Secretary of Defense and the Under Secretary of Defense for Policy on homeland defense activities, Defense Support of Civil Authorities and Western Hemisphere security matters. If confirmed, I will coordinate closely with the Assistant Secretary of Defense for Homeland Defense and Americas'

Security Affairs regarding the use of National Guard personnel and resources for operations conducted under title 32, United States Code, or in support of State missions. I will assist the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs in carrying out his responsibilities of incorporating the roles and responsibilities of the NGB and the National Guard pertaining to the use of National Guard forces under both Federal and non-Federal control in DoD policy and of representing the Department of Defense in interagency, national, and international forums concerning policy for those same matters.

- **The General Counsel of the Department of Defense**

The General Counsel of the Department of Defense is the chief legal officer of the Department of Defense. If confirmed, I will ensure that, in the performance of their duties, all officials and personnel of the NGB comply fully with applicable DoD legal opinions. I will coordinate with the General Counsel of the Department of Defense, as appropriate, regarding general legal issues, specific legal problems, specific legal disagreements, and any other matter requiring, by law or policy, action by the General Counsel.

- **The combatant commanders, particularly the Commander of U.S. Northern Command**

Subject to the direction of the President, the Combatant Commanders perform their duties under the authority, direction, and control of the Secretary of Defense, and are directly responsible to the Secretary of Defense for their commands' preparedness to execute missions assigned to them. As directed by the Secretary of Defense, the Service Secretaries assign all forces under their jurisdiction to the unified and specified Combatant Commands or to the United States element of the North American Aerospace Defense Command, to perform missions assigned to those commands. In addition, subject to the authority, direction, and control of the Secretary of Defense and the authority of Combatant Commanders under title 10, United States Code, section 164(c), the Service Secretaries are responsible for administering and supporting the forces that they assign to a Combatant Command. If confirmed, I will establish close relationships with the Combatant Commanders and serve as an advisor to them on National Guard matters pertaining to their combatant command missions and support planning and coordination for such activities as requested by the Chairman of the Joint Chiefs of Staff or the Commanders of the Combatant Commands. I will ensure open lines of communication with the Combatant Commanders relating to homeland defense, defense support of civil authorities, routine planning and execution of the State Partnership Program, and other matters delegated to me in law or policy. I will assist the Secretary of Defense in facilitating and coordinating with USNORTHCOM, USSOUTHCOM, and USPACOM the use of National Guard personnel and resources for operations conducted under title 32 or in support of State missions. With regard to the Commander of USNORTHCOM, I will continue my close partnership with the current Commander and will ensure to establish and maintain a similar partnership with any future Commanders of USNORTHCOM. In coordination with the Commander, USNORTHCOM, I will

advocate for National Guard defense support of civil authorities requirements for domestic operations and theater security cooperation in DoD's capabilities development, requirements generation and validation, programming systems, and for other National Guard requirements that pertain to other Combatant Commands. I will also coordinate with the Commander, USNORTHCOM, regarding my communications with the Department of Homeland Security on matters of homeland defense and defense support of civil authorities policy and resource allocation.

- **The Assistant Secretaries in the Military Departments responsible for reserve matters**

The Assistant Secretaries in the Military Departments responsible for reserve matters shall have as their principal duty the overall supervision of manpower and reserve component affairs of their respective Military Departments. If confirmed, I will establish a close working partnership with the Assistant Secretaries. As directed by the Secretary of Defense and the Service Secretaries, I will coordinate with the Assistant Secretaries those matters requiring Service action or coordination that have been assigned or delegated to the Assistant Secretaries in law or policy.

- **The Directors of the Army National Guard and the Air National Guard**

The Director of the Army National Guard and the Director of the Air National Guard shall assist the Chief of the National Guard Bureau in carrying out the functions of the National Guard Bureau as they relate to their respective branches. The Office of the Director, Army National Guard is composed of the Director, Army National Guard; Deputy Director, Army National Guard; Executive Office; the Army National Guard Readiness Center; and appropriate operating divisions as may be prescribed. The Office of the Director, Air National Guard is composed of the Director, Air National Guard; Deputy Director, Air National Guard; Executive Office; the Air National Guard Readiness Center; and appropriate operating divisions as may be prescribed. If confirmed, I will continue the close relationships between the Chief of the National Guard Bureau and the Directors established by my predecessors in order to perform the duties of the Chief with regard to the Services prescribed by law and policy.

- **The Assistants to the Chairman of the Joint Chiefs of Staff for Guard and Reserve Matters**

Established by law in 1998, the Assistants to the Chairman of the Joint Chiefs of Staff for National Guard and Reserve Matters serve the Chairman and coordinate with the Joint Staff. The Assistant to the Chairman for National Guard Matters is an adviser to the Chairman on matters relating to the National Guard and performs the duties prescribed for that position by the Chairman. The Assistant to the Chairman for Reserve Matters is an adviser to the Chairman on matters relating to the reserves and performs the duties prescribed for that position by the Chairman. If confirmed, and in coordination with the Chairman of the Joint Chiefs of Staff, I will closely coordinate with the Assistants to ensure they are fully informed and able to provide the best advice based on the most

current information. In the National Guard and Reserve Matters role (NGRM), the Assistants are in unique positions to interface both with the Chairman's staff and Guard and Reserve staffs. Their access enables them to identify and advise when issues are diverging or potential misunderstandings have or are about to arise. They are valuable liaisons who contribute insights and provide timely subject matter expertise on Reserve Component issues. As such, I envision no change to the collaborative relationship with them, and foresee their staff teaming with the National Guard Bureau staff with a common purpose.

- **The Chiefs of Reserves of each of the Services**

The Chiefs of the Service Reserves are the principal advisors to the Service Secretaries on Reserve matters. If confirmed, I will closely coordinate with the Chiefs matters concerning or affecting the National Guard that have implications across all Reserve Components.

- **The Reserve Forces Policy Board**

The Reserve Forces Policy Board serves as an independent adviser to the Secretary of Defense to provide advice and recommendations to the Secretary on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components. If confirmed, and at the request of the Service Secretaries, I will nominate officers or retired officers of the Army and Air National Guard for recommendation by the Service Secretaries to the Secretary of Defense for appointment to the Board. Upon request of the Secretary of Defense, I will nominate officers of the Army and/or Air National Guard to serve as Board members or as staff to the Board. Upon the request of the Board, I will make available members of the NGB or of the National Guard available as witnesses or subject matter experts to assist the Board in performing its functions.

- **The State and Territorial Governors**

Although a matter of state or territorial law, generally, the Governor acts as Commander-in-Chief of the National Guard of that jurisdiction. If confirmed, I will act as the channel of communication between the States and the Departments of the Army and Air Force for all matters involving the National Guard. I will act as the focal point at the strategic level for National Guard matters that are not under the authority and direction of the Secretaries of the Army and Air Force, including joint, interagency, and intergovernmental matters where NGB acts through other DoD officials as specified in law or policy. I will assist the Governors at their request, both individually and collectively, regarding specific National Guard matters of concern. Upon request of the Secretary of Defense, I will participate in the meetings of the Council of Governors and exchange views regarding the matters delineated in E.O. 13528.

- **The Adjutants General of the States and Territories**

There is an Adjutant General in each State, the Commonwealth of Puerto Rico, the District of Columbia, Guam, and the Virgin Islands. The Adjutant General performs the duties prescribed by the laws of that jurisdiction. The Adjutant General of each State, the Commonwealth of Puerto Rico, the District of Columbia, Guam, and the Virgin Islands, shall make such returns and reports as the Secretary of the Army or the Secretary of the Air Force may prescribe, and shall make those returns and reports to the Secretary concerned or to any officer designated by him. If confirmed, I will establish a close relationship with each Adjutant General; that Adjutant General (or, in the case of the District of Columbia, the Commanding General) will serve as the focal point for communications between the State, Territory, or District, and the National Guard Bureau.

Do you believe that the statutory designation of the Chief of the National Guard Bureau as a member of the Joint Chiefs of Staff has materially changed how the Chief participates, or should participate, in major force structure decisions by the Department of Defense, including decisions relating to the disposition of military personnel or property? If so, please explain.

Addition of the Chief of the National Guard Bureau as a statutory member of the Joint Chiefs of Staff requires the Chief to fully participate and contribute effectively to the assessment and advisory processes of the Joint Chiefs of Staff. The National Guard Bureau has undertaken Project MUSTER, a collaborative effort recently briefed to the Joint Chiefs, to identify and implement the actions required to enable the Chief of the National Guard Bureau to better fulfill these statutory responsibilities, without requiring additional staff or resources at the Bureau. I expect that the Project MUSTER initiatives, which include revisions in the staff processes and organization of the National Guard Bureau, will provide a framework for complying fully with the recent changes to sections 151 and 10502 of title 10, United States Code.

The statutory designation of the Chief of the National Guard Bureau as a member of the Joint Chiefs of Staff clarifies and enhances the ability of the Chief of the National Guard Bureau to participate fully in all Joint Chiefs of Staff advisory and assessment processes, including those related to resource requirements and priorities. If confirmed, I look forward to working with the members of the Joint Chiefs of Staff, the Joint Staff, and the State Adjutants General as a full participant in these joint processes.

Roles and Missions

Some have expressed concern about the use of the Reserve Components as an operational reserve and the regular mobilizations of National Guard members.

Do you believe that the use of Reserve Components as an operational reserve and regularly mobilizing the National Guard is an appropriate use of these forces?

Over the last decade, the Reserve Components have evolved into an operational force. The Army and Air National Guard are now a more ready and more rapidly deployable force. The soldiers and airmen of the National Guard have proven they are an operational force and a critical component of the Department of Defense warfighting capability. This investment and experience should not be squandered.

The National Guard has a unique dual role, but first and foremost the Army and Air National Guards are Reserve Components of the active Army and Air Force. The National Guard trains and equips its soldiers and airmen to support the defense strategy as an operational force that is regularly mobilized. Regularly mobilizing the National Guard is a logical and appropriate use of the force, particularly if the Active Components downsize and budgets are constrained.

Do you think the role of the Reserve Components should change, and, if so, how?

The Reserve Components should remain an operational force, fully integrated into the Active Components.

Are you concerned that such use will have an adverse effect on recruiting and retention in the National Guard?

In my experience, National Guardsmen feel as if they are part of the Total Force. Since 9/11 the National Guard's contributions have strengthened that belief and have led to historic recruiting and retention levels.

If confirmed, what actions will you take to enhance recruiting and retention of experienced members of the National Guard?

The National Guard is made-up of seasoned combat veterans and has historically high retention levels. In a time of constrained budgets it is important that experience is retained and that only the most highly qualified individuals are recruited. If confirmed, I will review any impediments to those goals and work with the Military Departments to determine if the National Guard is the best place for separating Active Component service members.

National Commission on the Structure of the Air Force

Included in the fiscal year 2013 budget request was a plan by the Air Force to retire or realign various aviation units, and to cut 9.9 thousand personnel from the rolls, including 3.9 thousand active duty personnel, 5.1 thousand from the Air National Guard and 0.9 thousand from the Air Force Reserve. These changes would represent a reduction of 1.2 percent, 4.8 percent, and 1.3 percent, respectively, of force structure for each component. Instead of adopting this recommendation, the Armed Services Committee

instead recommended establishment of a national commission on the structure of the Air Force to provide alternative recommendations to Congress.

What are your views on the relative balance of the proposed Air Force reductions, with the heaviest proportional cut falling to the Air National Guard?

The National Guard and Reserve Components have demonstrated that they are an invaluable resource to the Department of Defense. The Air National Guard in particular provides all aspects of support to the Air Force, including combat and mobility aircraft. While the entire Department looks to address constrained budgets, decisions must be based on their impact to the new defense guidance. A pure numbers approach to balancing the force does not guarantee the best measure to achieve our national security goals.

What level of input should the Chief of the National Guard Bureau have on force structure or resource allocations within the Military Departments, and how should those recommendations be made?

The Chief of the National Guard Bureau, with assistance from the Directors of the Army and Air National Guard, provides input on force structure and resource allocations to the Military Departments. The Directors of the Army and Air National Guard and their directorates represent the National Guard within the internal deliberations of the respective Military Departments. The Directors, as general officers within their Military Departments, are the best advocates to discuss force structure and resource allocations and present National Guard recommendations.

Enhanced Reserve Mobilization Authorities

In the National Defense Authorization Act for Fiscal Year 2012, Congress authorized the Service Secretaries to order units of the Selected Reserve to active duty in support of pre-planned missions in support of combatant commands for up to 365 consecutive days (10 U.S.C. 12304b). In the new defense strategy announced in January, the President and Secretary of Defense stated that while conventional ground forces will be reduced, a key component of the new strategy is establishment of a rotational presence in Europe, the Middle East, and anywhere US interests are threatened or can potentially be promoted.

What is your assessment of the reserve component in general, and the National Guard in particular, as an operational reserve and how it will fit into this new paradigm of forces rotating into and out of multiple locations of strategic interest?

The Reserve Components in general, and the National Guard in particular, are well suited to remain an operational force and support the new defense guidance on a rotational basis. Over the last decade, both the Army and Air National Guard have demonstrated their ability to deploy and project power around the globe. While providing forces for Overseas Contingency Operations, the National Guard has also deployed around the

world to support every Combatant Commander. The National Guard's experience providing forces to the Multinational Force and Observers in the Sinai and as part of the Kosovo Force mission provide a template for rotating National Guard units into and out of multiple locations of strategic interest.

Do you see a role for National Guard units as rotational forces using this new authority? If so, what is your understanding and assessment of that role?

The changes made in the National Defense Authorization Act for Fiscal Year 2012, that authorize the Service Secretaries to order units of the Selected Reserve to active duty in support of pre-planned missions in support of combatant commands for up to 365 consecutive days has made the National Guard more accessible for predictable, operational missions. With the implementation of the Army Force Generation (ARFORGEN) cycle as well as this new law, the nation's leaders now have greater flexibility, predictability and choice in how they deploy Reserve Component forces. It is my hope to see National Guard units deployed to locations of strategic interest in the same roles that Active Component units would fill.

In light of the new defense strategy, do you believe the size and the makeup of the National Guard are appropriate?

If confirmed, I will review proposed requirements and missions, domestically and abroad, at which time I will be better able to fully comment on the size and makeup of the National Guard.

Congress also authorized the Secretary of Defense to order Army Reserve, Navy Reserve, Marine Corps Reserve, and Air Force Reserve units and members not assigned to units to active duty for up to 120 days in response to a Governor's request for Federal assistance in responding to a major disaster or emergency. The legislation provides that when these forces, active duty forces, and the National Guard are employed simultaneously in support of civil authorities, appointment of a dual-status commander should be the usual and customary command and control arrangement.

What is your view of this authority?

The authority to use the capabilities inherent in all the Reserve Components can only enhance the Department's ability to provide support to civil authorities. The National Guard will remain the primary military force to respond to domestic emergencies and support the nation's Governors. This additional authority retains the usual and customary command and control arrangement and supports the principles of federalism enshrined in the Constitution while assuring that all Department of Defense assets are available during a major disaster or emergency.

In your view, can a single officer serve in both a State and Federal capacity and effectively exercise both State and Federal responsibilities?

My current assignment as the Deputy Commander of U.S. Northern Command has provided the opportunity to see first-hand that a single officer can serve in both a State and Federal capacity and effectively exercise both responsibilities. National Guard and active component officers regularly work as one-integrated-unit while deployed overseas. This spirit of partnership functions just as well during domestic events.

A single officer, serving in both a State and Federal capacity reinforces the Federal system while mitigating the complications that arise during domestic operations. A trained dual-status commander can navigate the two distinct chains of command flowing from separate sovereign authorities. These commanders are able to provide State authorities with information about Federal capabilities and provide a local knowledge base to Federal authorities. In exercising both State and Federal responsibilities, Dual Status Commanders ensure both National Guard and title 10 forces work in concert.

In your view, what are the advantages and risks of such an arrangement?

The statutory authority which allows a National Guard officer to serve in both a Federal and State status while serving on active duty in command of a National Guard unit provides unity of effort and facilitates the maintenance of a common operating picture for both the Federal and State military chains of command. This command option provides operational flexibility for commanders, increasing the capabilities that are available to respond to domestic crises. As the Deputy Commander at USNORTHCOM, I had the opportunity to witness the success of this concept when it was exercised. The concept, however, requires Secretary of Defense authorization so one of the risks would be whether we are able to implement this concept quickly enough to be operationally effective. This risk has been mitigated in many cases with the selection and extensive training of contingent Dual Status Commanders. If confirmed, I will review the current application of this concept to determine how it may be optimized.

If confirmed, what actions will you take to minimize the risk?

If confirmed, I will work with Congress, USNORTHCOM, the Military Departments, and the nation's Governors to promote robust training and education experiences for all parties involved in domestic responses.

Homeland Defense and Civil Support

The Commission on the National Guard and Reserves recommended that the Department of Defense determine the existing capabilities of the Active and Reserve components that could fulfill civil support requirements and rebalance them where appropriate, shifting capabilities determined to be required for state-controlled response to domestic emergencies to the National Guard, and shifting capabilities currently resident in the National Guard that are not required for its state missions but are required for its federal missions either to the federal reserve components or to the active duty military.

What do you see as the appropriate role of the National Guard in homeland defense and civil support?

The National Guard is the primary military force in homeland defense and civil support. The National Guard protects the homeland and provides support to civil authorities in State Active Duty, title 32, and title 10 statuses. The National Guard is a resource to both State and Federal authorities. When called-upon by governors, the National Guard supports a myriad of domestic events and supports first-responders. As the Deputy Commander of USNORTHCOM, I have also seen the National Guard defend the homeland as a Federal force on our borders and in the skies.

The National Guard must retain its dual role as our nation's only military force with both State and Federal functions. In this capacity the National Guard provides an unrivaled resource for the States and provides the connective tissue between the military and the American people.

Do you agree with the recommendation of the Commission on the National Guard and Reserves to rebalance the capabilities of the National Guard, shifting some capabilities to the Federal reserve components or to the active duty military?

Having served as the Deputy Commander at U.S. Northern Command I have an appreciation for the requirements of the Combatant Commands. If confirmed, I will study the requirements needed within the States and seek guidance from the Adjutants General to develop a complete understanding of the capabilities need within the National Guard.

What capabilities, if any, should receive increased emphasis in the National Guard?

While serving as the Deputy Commander of U.S. Northern Command I was involved in the planning and execution of Federal missions in support of civil authorities. If confirmed, I will review all National Guard capabilities and requirements including those in support for Federal and State missions to ensure the optimal balance among State and Federal capabilities.

What capabilities currently resident in the National Guard can we afford to trade for increasing emphasis on higher priority missions?

If confirmed, and in partnership with the Directors of the Army/Air National Guard, and the Adjutants General, we will comprehensively review if the National Guard can afford to trade missions for increasing emphasis on higher priority missions?

Combat and Civil Support Roles of the Reserve Component

In an April 21, 2008 letter to the Committee, then-Chairman of the Joint Chiefs of Staff, Admiral Michael Mullen, provided an assessment of the final report of the

Commission on the National Guard and Reserves. Admiral Mullen wrote, “I have some concern with the Commission’s ideas on enhancing the Defense Department’s Role in the Homeland. While Reserve Component civil support requirements are important, they should not be of equal importance to DOD combat responsibilities.”

Do you agree with Admiral Mullen’s view?

The new defense guidance recognizes that “threats to the homeland may be highest when U.S. forces are engaged in conflict with an adversary abroad.” This statement encapsulates the evolving and asymmetric threats our nation faces, and it reiterates the importance of the homeland defense mission. Each mission is important, and in many instances the capabilities and responsibilities required for one mission compliment the other. Further, these missions are intertwined and should not be viewed as separate and distinct responsibilities, but rather they are supportive of each other.

Relationship Between the National Guard and U.S. Northern Command

You have served as both the Deputy Commander and the Director of Operations of U.S. Northern Command (USNORTHCOM) and you are keenly aware of the importance of having a close and collaborative relationship between USNORTHCOM and the National Guard Bureau and the state National Guard forces, particularly in relation to defense support to civil authorities (DSCA) missions.

If confirmed, how would you seek to maintain and improve the relationship between the National Guard Bureau and USNORTHCOM, particularly the planning, coordination, and collaboration among USNORTHCOM, the National Guard Bureau and the state National Guard forces?

If confirmed, I will continue the strong partnership that the National Guard Bureau, USNORTHCOM, and the Adjutants General have formed. Planning, coordination, and collaboration are imperative to maintain a first-rate capability to provide support to civil authorities. I will follow the precedent set by General McKinley and continue regular conversations with the Commander of USNORTHCOM. I will also continue National Guard Bureau participation in domestic preparedness workshops, readiness exercises, and training with local and State responders to ensure a whole-of-government, whole-of-community approach to domestic response.

Weapons of Mass Destruction Civil Support Teams

The Department of Defense Inspector General recently issued a report that found inadequate oversight of the National Guard’s Weapons of Mass Destruction Civil Support

Teams (WMD-CSTs) and recommended improvements for the National Guard Bureau oversight of the WMD-CSTs.

Do you agree that it is important to ensure that the National Guard Bureau provides strong oversight of its WMD-CSTs?

Yes. I feel that it is imperative that the National Guard Bureau continue to provide strong oversight of these State assets consistent with both Congressional and Department of Defense intent and directives, as well as, published Bureau guidance.

During my time as Deputy Commander of USNORTHCOM, I have seen the importance of WMD-CST Programs. These elements play an important role in supporting our nation's first responders for actual or suspected chemical, biological, chemical or radiological incidents and serving as the lead military response unit for the Department's Chemical, Biological, Radiological, Nuclear and High Explosives Response Enterprise forces.

If confirmed, I will continue to utilize existing policies, plans and procedures to provide oversight of these assets. I will continue to monitor the monthly readiness status of each WMD-CST through the State Headquarters reporting process. I will also continue to work collaboratively with the National Guard Bureau's State and Federal mission partners to ensure these teams are thoroughly prepared to assist civilian authorities during domestic emergencies.

If confirmed, what steps, if any, would you take to ensure strong National Guard Bureau oversight of the WMD-CSTs?

If confirmed, I will ensure strong National Guard Bureau oversight over WMD-CSTs through review, evaluation, and enhancement of the policies, processes, and management controls of the WMD-CSTs.

State Partnership Program

The State Partnership Program (SPP) is favorably regarded by senior defense officials as part of the New Strategic Defense Guidance as a key security engagement tool investigation for Ant Deficiency Act (ADA) violations and the Government Accountability Office (GAO) recently found that the Department of Defense is not able to account and coordinate its activities. The findings suggest that the National Guard Bureau must make adjustments in its administration of this program. GAO's report found a lack of clear program metrics and inconsistent data on program activities, among other findings.

Do you agree with these findings? If so, what steps would you take to address GAO's recommendations?

It is my understanding that the Department of Defense has concurred with the GAO findings. The National Guard Bureau and the Department of Defense are instituting all of the recommendations within the GAO report.

In your view, what role, if any, should the Office of Secretary of Defense, Joint Chiefs of Staff, and State Department play in setting priorities and identifying activities for SPP?

The State Partnership Program is an innovative, low-cost, and small-footprint approach to achieve national security objectives. Celebrating nearly 20 years of enduring relationships with 63 countries, the National Guard's State Partnership Program provides unique military-to-military activities with partner countries using National Guard expertise. The State Partnership Program exists to best serve the requirements of partner states, Combatant Commanders, and Ambassadors. Through these avenues, the priorities and activities for the State Partnership Program are set by Department of Defense and Department of State leadership. If confirmed, I will ensure that the State Partnership Program activities fall within the guidance of the Office of the Secretary of Defense, the Joint Chiefs of Staff, and the State Department.

In your view, can SPP engagement be more thoroughly integrated into the Geographic Combatant Command theater security engagement plans? If so, how?

State Partnership Program engagements support the national interest and security cooperation goals. The Program provides a whole-of-government approach to partnership building throughout the Combatant Commands. Each partnership is coordinated through the Combatant Commanders, Ambassadors, and other appropriate agencies. It is vital that the Program remain an asset to the Combatant Commanders and integrated with their theater security engagement plans. If confirmed, I will review the Program including its current authorities and work with the Combatant Commanders to determine whether the Program is adequately supporting their theater security engagement plans.

In your view, what is the role of the Adjutants General in SPP? Should any changes be made to their role? If so, what changes? If none, why not?

The States, Territories, and the District of Columbia are currently partnered with 63 nations. As the senior officials from each State, the Adjutants General are the face of the Program and act as ambassadors for the National Guard and the State. The Adjutants General in coordination with COCOMs and Ambassadors direct the activities of those involved in the Program and work directly with partner nations in support of COCOM programs. The National Guard Bureau continues to work with the Department of

Defense to ensure that the Program and its participants support the national security strategy. The Department is currently reviewing all partnership-building activities. If confirmed, upon completion of the review, I will determine if further changes to the Program are required to increase its effectiveness.

Duty Status Reform

The Commission on the National Guard and Reserves found that “Today’s 29 duty statuses are confusing and frustrating to both reserve component members and their operational commanders. Service members may encounter pay and benefit problems, including health care eligibility for their family members, when they transition between one or more duty status categories. Commanders may experience similar frustration when seeking to access, in a timely manner, reserve component members needed to meet operational requirements.” The Commission recommended that the number of duty statuses be reduced from 29 to 2. Similarly, the Eleventh Quadrennial Review of Military Compensation concluded that simplification of the duty system is called for and recommended that the number of authorities to order a member to duty be reduced to 6.

What is your view on the need to reduce the number of duty statuses in which National Guard personnel serve?

I believe there is a need to reduce the number of duty statuses in which National Guard personnel serve. Simplicity and predictability are crucial to maintaining a useful personnel system.

If you agree, do you support the recommendation of the Commission on the National Guard and Reserves to reduce the number of duty statuses to 2, the recommendation of the Eleventh Quadrennial Review of Military Compensation to reduce the number of duty statuses to 6, or do you recommend some other number of duty statuses?

I support the Eleventh Quadrennial Review of Military Compensation recommendation to reduce the number of duty statuses to six.

Drill Pay

The Eleventh Quadrennial Review of Military Compensation recommended replacing the current system of drill pay with a simpler approach—one day of regular military compensation would be paid for one day of reserve duty, regardless of the type of duty. This would depart from long standing practice of paying a full day of drill pay for a four hour drill period.

Do you support this recommendation of the Commission?

If confirmed, I will make it a top priority to review the statutes and policies governing National Guard drill pay with special attention and focus on those statutes and policies identified in the Eleventh Quadrennial Review of Military Compensation. At that time I will be in a better position to evaluate this particular recommendation.

In your view, what would be the impact on the National Guard of making such a change?

At this time I have not had the opportunity to evaluate the impact of this recommendation on the National Guard. If confirmed, I will work with the Directors of the Army and Air National Guard, the leaders of the other Reserve Components, DoD leadership, and the Congress to determine the specific impact of any proposed changes to current drill pay.

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?

I believe that there have been a number of advances made in improving Reserve Component mobilization procedures. Efficiencies have been gained in the training strategy for mobilizing units, allowing Adjutants General to certify specific mobilization training tasks prior to units and soldiers reporting to the Mobilization Station have improved post mobilization training to 90 days or less. Additionally, the ARFORGEN model has allowed for better synchronization of manning, equipping, and training functions and resources. It has greatly improved predictability for our soldiers, families, and employers.

There have also been improvements made to the demobilization process. Since 9/11 great improvements have been made in working with other enabling organizations. These organizations have enabled the demobilization process to be streamlined, ensuring each soldier receives the best of care in an expeditious manner. Upon demobilization, soldier's personnel and medical readiness is given the highest level of priority. The Yellow Ribbon Reintegration Program requiring units to conduct meetings at 30, 60, and 90 days post-deployment greatly assists with the difficult transition from active duty for traditional Guardsman.

I am aware that problems still exist in the demobilization process and I also understand that the Army National Guard is working with the Army to improve this process. Reduction in the time it takes for a soldier to get to a Warrior Transition Unit after electing to receive care at the demobilization station is one example. In some cases it can take as long as 7-10 days after the Soldier elects to go to the Warrior Transition Unit to receive the level of care needed.

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

I consider the increased funding over the last ten years as the most significant enduring change that has increased readiness. This funding has improved equipment readiness and training to nearly the same levels as the Active Components.

The establishment of predictable deployment cycles has also improved readiness. These cycles allows unit commanders to focus on building a unit's readiness through a progressive and structured approach that synchronizes the manning of units with soldiers available for deployment, the equipping of units with modernized equipment, and the training of soldiers and units to meet the challenges that will be faced in an operational environment.

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

I do not see a need to modify current statutory authorities for the mobilization of members of the National Guard. The current mobilization authorities provide access to the National Guard for operational missions ranging from full mobilization to supporting combatant command preplanned missions.

Invisible wounds, such as Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI), may not be manifest until months after demobilization.

If confirmed, what steps if any would you take to improve consistency of identification and referral for care for PTSD and TBI for members of the National Guard?

The invisible wounds of war, unlike physical injuries, are more difficult to diagnose and often have a stigma associated with them that impacts effective identification and referral. Also, in the National Guard, we have unique challenges related to duty statuses and eligibility for treatment which impact access to care once the need for treatment is identified. If confirmed, I will work to improve the safety net to allow soldiers with these wounds to obtain care at point of identification, regardless of their duty status.

One of the key challenges facing the Department of Defense and the Department of Veterans Affairs is improving the Disability Evaluation Process. According to the GAO, under the newly expanded Integrated Disability Evaluation System (IDES), members of the reserves and National Guard experience longer transition times than members of the active components.

What, in your view, are the unique challenges faced by the National Guard in the Disability Evaluation Process, and if confirmed, what steps if any would you recommend to mitigate these challenges?

Care of our Wounded Warriors must remain one of our highest priorities; as a nation, we owe them a debt that cannot be repaid.

In the National Guard, once soldiers reach the point in their injury or illness where they are determined to need a medical board, there are long delays, often years. They also face many obstacles to actual entry into the integrated Disability Evaluation System, followed by a prolonged processing period. If confirmed, I will be committed to ensuring that National Guardsmen receive the same priority and timely processing that Active Component service members receive. I will work toward an automated process that will allow the least disruption to their civilian responsibilities by leveraging local Veterans Affairs facilities and information technologies where feasible. I will also review all policies and statutes that impact the Disability Evaluation System and recommend appropriate revisions to senior defense leaders.

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 that you would seek to address if confirmed?

I believe that these major contingency operations have demonstrated the skill, dedication, and determination of Army and Air National Guardsmen. These contingencies have also shown that transition assistance for members of the Reserve Component and the demobilization process is every bit as important as readiness and the mobilization process.

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 understanding and assessment of the current dwell time status of the National Guard?

All Reserve Components are moving to a 1:5 dwell ratio. Within the National Guard, Army and Air National Guard units may currently be utilized at different ratios due to a number of factors. This dwell ratio allows for focused buildup of readiness toward a decisive point in readiness. It also allows predictable timelines for soldiers, their families, and their employers. Both the Army and Air National Guard are structured to support a 1:5 dwell ratio, and it is my understanding that the Adjutants General have agreed to and expect this ratio will be observed for future operations.

What is your view of the achievability of this goal? If confirmed, what measures would you take to achieve this goal within five years?

Dwell ratios can be impacted by numerous factors. Within the Air National Guard, unit and aircraft types as well as volunteerism will impact dwell time. Additional unforeseen contingencies would also impede the goal of a 1:5 dwell ratio. If confirmed, I will work with the Directors of the Army and Air National Guard to determine the steps needed to achieve and maintain the goal of a 1:5 dwell time ratio. I will review readiness and training levels to ensure our units can meet that ratio and that the National Guard creates no impediments to achieving that goal.

In your view, is a 1:5 dwell time ratio for the National Guard adequate to sustain favorable employer relationships?

A constant and defined dwell time ratio provides predictability for National Guardsmen, their families, and employers. This predictability allows employers to plan for the eventuality of deployments leaving employers in a strong position to support soldiers and airmen. Predictability also provides the opportunity for soldiers and airmen to plan for deployments and work with employers on their eventual return. A 1:5 dwell time adequately provides that predictability. This dwell time ratio allows citizen-soldiers and airmen the opportunity to serve their nation while providing employers with an extended and predictable period of time to utilize employees and plan for their absence.

Has the shift of resources from Iraq to Afghanistan affected dwell-time ratios in the National Guard?

The Department of Defense has worked hard to set predictable dwell-time ratios for the Reserve Component. The shift in resources from Iraq to Afghanistan and the reduction in demand that has resulted from the shift will provide a greater opportunity to meet the 1:5 dwell-time ratio.

What is your understanding and assessment of measures taken to respond to operational requirements for low-density, high-demand units and personnel whose skills are found in the National Guard?

The National Guard has made great strides in promoting the 1:5 dwell ratio. Certain personnel and units within the National Guard, however, will have higher operational demands. If confirmed, I will continue to work with the Military Departments and the

Combatant Commanders to determine the best and most equitable way to utilize low-density, high-demand units and personnel within the National Guard.

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 National Guard families at this time?

In our all-volunteer force, the foremost indicator of stress on National Guard families is the retention rate of service members. It has often been said that if a member decides to re-enlist, then the family also decides to re-enlist. Many National Guardsmen volunteered to join and re-enlist after 9/11, fully aware of the deployment tempo. What matters most for National Guard families is predictability of deployment schedule, dependability of military pay and benefits, continuity of healthcare, and security of employment, both military and civilian.

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

National Guard retention rates remain strong, but we must continue to mitigate the factors that place great stress on National Guard families. The Air Guard AEF cycle and the Army's ARFORGEN deployment cycles have brought predictability to unit deployment schedules. If confirmed, I will: continue to stress the importance of identifying which individuals will deploy earlier than called for by the respective deployment cycles; work with the Military Departments to limit pay errors; push to ensure that service members are given adequate notice and fair treatment when force structure changes are decided; and ensure that National Guard programs meant to limit stress are reviewed to ensure they are evidence-based with defined metrics and specific outcomes measured.

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

I believe the most important family readiness issues in the National Guard are:

- 1) Predictability of deployment schedule;
- 2) Dependability of military pay and benefits;
- 3) Continuity of healthcare; and
- 4) Security of employment (both military and civilian).

If confirmed, how would you manage costs and at the same time ensure support for National Guard families, particularly those who do not reside near an active-duty military installation, related to mobilization, deployment, and family readiness?

Managing the costs while ensure support for National Guard families is a major challenge. Much of the airman, soldier, and family support is funded through Overseas Contingency Operations accounts. As deployment tempos decrease, that funding will also decrease. If confirmed, I will work with Congress and the Department to seek adequate support funding is included in future year budgets.

It is imperative that funding is spent on what each family needs. If confirmed, I will count on the Adjutants General of each State to identify the most urgent needs for support in their state so that families receive the most effective support possible.

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

If confirmed, I will work to develop objective measures of effectiveness for each of our family readiness initiatives and fund those with the highest return on investment. The challenge in doing so has always been finding a method to measure things that do not happen. For example, how do you measure how many marriages do not end as a result of a program's successes? How many children do not struggle in school because of the support they have received? How much financial mismanagement is avoided because of the education provided to families? I will also utilize existing national resources, synchronized with community based services. These programs are important to the quality of life of our National Guardsmen and their families, and I will work to ensure that these programs are always adequately resourced and effectively managed.

National Guard Unemployment and Transition Assistance

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

If confirmed, how will you address unemployment issues of National Guard members returning from deployment?

I am very concerned with the employment status of our citizen-soldiers and airmen. Multiple deployments and a slow economy have contributed to high unemployment rates across the armed forces. Unemployment is especially difficult for members of the Reserve Components. In my experience, I believe that employment is a readiness issue because employed service members experience less personal stress and are better trained and prepared for deployments and State emergencies.

Unemployment must be addressed at many levels. If confirmed, I will work with this Committee, the Directors of the Army and Air National Guard, the Military Departments, and the Department of Defense to address unemployment issues of returning National Guardsmen. I will review existing programs to ensure that National Guardsmen and their spouses have the resources to find jobs and get the education and training they need to compete for new jobs. I will also work with the Departments of Veterans Affairs and Labor to ensure that the Veterans Opportunity to Work Act is fully implemented and that citizen-soldiers and airmen have access to transition assistance services after separating from active duty. If confirmed, I will also work very closely with the Adjutants General to assist them in their aggressive development of local employment programs that leverage Federal, State, and local resources to assist unemployed Guardsmen.

Medical and Dental Readiness of National Guard 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 National Guard?

If confirmed, personnel readiness of the National Guard will be one of my highest priorities. Medical and Dental Readiness is central to personnel readiness and our reporting metrics must reflect that accurately. I will work to determine that the correct metrics are used to determine the effectiveness of current programs.

How would you improve on the ability to produce a healthy and fit National Guard?

Medical readiness is the first step in ensuring a healthy and fit force. One central tenet to medical readiness is that soldiers and airmen get annual health assessments and dental screenings; this ensures regular counseling for preventive health services and the early identification and treatment of disease. If confirmed, I will maintain the health of the force as a leadership priority. I will work to promote programs and policies which weave a seamless, continuous health care benefit for those who are serving and for those injured while serving, and model a leadership culture of mental, physical, spiritual, and emotional health and fitness.

Health Care for National Guard Personnel

Members of the 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 National Guard personnel?

I have found that the health care provided to Guard personnel while on active duty is world-class, and I commend the medical departments for their efforts. When National Guardsmen are not on active duty, the TRICARE Reserve Select Program is one of the most effective health care initiatives for Reserve Component service members and their families. The Program contributes greatly to both family support and service member readiness goals.

What are your suggestions for improving continuity of care for members of the National Guard and their families?

National Guardsmen face unique issues navigating the current military health system, and this impacts their continuity of care. One area in need of improvement is the administrative interoperability between the Veterans Affairs and military health care systems. Unlike the Active Component, Reserve Component members move between the military medical care system and the Veterans Affairs system as many as a dozen times in their career. Improving the interoperability of medical records and reducing the administrative burden associated with the constant change in statuses will improve the continuity of care for members of the National Guard and their families.

If confirmed, I will engage with the Military Departments to provide the best possible health care for our soldiers and airmen. Nothing less is acceptable.

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 National Guard?

I want to thank the Congress for providing this legislation. If confirmed I will study this issue and pledge to come back to you if further legislation is required.

What impact has TRICARE Reserve Select had on recruiting for the National Guard?

I am not yet prepared to provide you an answer on the impact TRICARE Reserve Select has had on recruiting in the National Guard. If confirmed, I will review the program to assess its effectiveness and to ensure that National Guardsmen are receiving the best health care available.

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 National Guard?

Access to health care is a major concern for National Guardsmen and their families. As a Reserve Component with members in each of the 54 States, Territories, and the District of Columbia, the National Guard must provide health care to members that are geographically dispersed, often to rural areas. Health care for service members and their families is a readiness issue. If confirmed, I will work with the Department to determine a cost-effective method to ensure that all service members and their families have access to quality health care.

National Guard Equipment and Readiness

Numerous changes to the roles and responsibilities of the National Guard and Reserves have occurred in recent years. Over the past 10 years, the Army and Air Force have relied on their reserve components, including the National Guard, to deploy in support of operations in Afghanistan and Iraq, as well as other operations worldwide. For example, to supply ready forces, the Army implemented a readiness model for its active and reserve components based on a cycle of increased equipping and training, culminating in a period of eligibility for deployment. Under this force generation system, reserve units would be equipped and trained to readiness levels that mirror the active force at the time of deployment. 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 the 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.

In your view, how will the reduced pace of operations in Afghanistan affect the active and reserve component mix and capabilities and National Guard readiness?

The reduced pace of operations in Afghanistan will result in lower levels of mobilizations in the coming years. In the near future, the Active and Reserve Component mix may be impacted more by budget constraints than reduced operations in Afghanistan. As that mix is reviewed, I anticipate that the National Guard will remain a proportional part of the Total Force in support of rotational deployments. In my view, as an operational force, the Army and Air National Guard are effectively postured for a focused buildup of readiness between rotations based on current deployment cycle policy.

In your view, should the missions of the National Guard change to meet these new priorities?

The National Guard is well suited to support the new defense guidance. The National Guard is an operational force for domestic and overseas operations. The National Guard's missions encompass all aspects of the Total Force including projecting power, surging and regenerating forces, providing support to civil authorities, and providing unique and cutting-edge capabilities. Rather than change the missions of the National Guard, the National Guard should be considered as a force multiplier within the Department of Defense.

If confirmed, what steps if any would you take to ensure improvement in continuity of care and consistency of health and mental health support for members of the National Guard?

If confirmed, I will follow the lead of General McKinley and make caring for the soldiers and airmen of the National Guard a top priority. There are currently a myriad of outreach programs across all of the States aimed at informing, educating, and training service members, their families, and communities. It is important that all of these programs are reviewed to ensure that service members receive only the most effective health and mental health care.

What unique challenges if any are faced by redeploying members of the National Guard who need care for conditions including Post-Traumatic Stress Disorder and Traumatic Brain Injury that are incurred during these members' military service? And, how, if confirmed, would you help ensure that these unique challenges are addressed?

The National Guard faces the unique challenge of a dispersed force. Injuries both visible and hidden may go unnoticed and untreated as National Guardsmen transition back to civilian life. While in civilian life these members may not seek the treatment they need for any number of reasons. Those injuries, especially Post-Traumatic Stress Disorder, may go undiagnosed and lead to more serious complications. If confirmed, I will ensure that outreach remains a top priority of the National Guard and that the National Guard Bureau continues to work to remove the stigma and barriers the soldiers and airmen face in seeking treatment.

Readiness Reporting

What is your understanding of the readiness reporting systems currently being used by the Services?

Defense Readiness Reporting System (DRRS) is the over arching system for all defense readiness reporting. This system includes several subsystems including but not limited to DRRS-Strategic and DRRS-Army.

If confirmed, what improvements or changes to the readiness reporting system, if any, would you recommend?

At this time, I do not believe improvements or changes are needed to the readiness reporting system. If confirmed, I will review the system and its impact on the National Guard and will recommend any appropriate revisions.

In your view, to what extent if any has the overall readiness of the Army and Air National Guard's improved since Congress first started appropriating money for the National Guard and Reserve Equipment Account (NGREA)?

Today's National Guard is better equipped than any time in my National Guard career. As a result, National Guardsmen are able to train with the equipment they go to war with and better respond to domestic emergencies. The NGREA funding has performed a critical role in improving the Army National Guard's interoperability, modernization, and overall equipment posture in support of domestic and contingency operations. NGREA has also helped the Air National Guard modernize legacy aircraft. The readiness levels of the National Guard have been significantly improved because of NGREA.

DOD Efficiency Initiatives and Budget Top Line Reductions

What is your understanding and assessment of the DoD efficiency initiatives and the role of the National Guard to reduce costs of administration and operations?

The Department of Defense is currently undertaking a comprehensive review to increase efficiencies, reduce overhead costs, and eliminate redundant functions. These efforts span the Department and include changes to major weapons programs, changes to management and support systems, and utilizing information technology. The efficiency initiative will allow the Department to reinvest funding in higher priority issues.

The National Guard Bureau is already working to reduce costs of administration and operations. General McKinley has instituted Project MUSTER, a review of the National Guard Bureau that will allow for a more efficient and effective organization. If confirmed, I will continue in that effort with the goal of reducing the cost of administration and operations.

In your view what are the major risks for the National Guard associated with efficiencies related reductions and, if confirmed, how would you propose to manage those risks?

Potential reductions in National Guard force structure have been offered as part of this initiative. Any decisions to reduce or realign force structure must be assessed against current and future threats, both domestic and overseas, as well as the new defense guidance. If confirmed, I will be fully engaged in these discussions, and I will work with

the Military Departments to ensure efficiencies gained will result in the most capable Total Force possible.

Harvesting savings through process improvements and efficiencies has a mixed record of success in DoD. In your view, how likely is it that savings will be achieved in the National Guard?

I know that the National Guard Bureau is taking this process very seriously. I have been made aware of Project MUSTER, a complete review of the organization that will identify and implement the actions required to enable the Chief of the National Guard Bureau to better fulfill the Chief and Bureau's statutory responsibilities, without requiring additional staff or resources. If confirmed, I will be better able to provide this Committee with information about the National Guard Bureau's progress. I am confident that General McKinley's efforts are intended to find real savings and will result in a better National Guard Bureau.

Military Construction Budgets

The overall budgets for military construction have been declining in recent years. The National Guard and Reserve's share has been particularly hard hit since a significant portion of funds dedicated to Guard and Reserve military construction were provided by congressionally directed spending.

If confirmed, how will you manage the National Guard's infrastructure requirements in light of these funding reductions?

The National Guard is located across the country in nearly every community. Adequate National Guard infrastructure is not only vital to maintaining readiness, it is also an essential part of these communities. Because National Guard units and their facilities are geographically dispersed, the National Guard is the connective tissue between the American people and their military. If confirmed it will be incumbent upon me to ensure the National Guard maintains adequate infrastructure across the country. Due to the decline in funding across the Department, I will continue to target the most critical training requirements at specific installations and ensure they are funded to meet the needs of the National Guard as an operational force.

National Guard Budgeting

If confirmed, what role would you play, if any, in the Department's budget formation process for the National Guard?

If confirmed I will provide strategic guidance to the Directors of the Army and Air National Guard as they work with their respective Military Departments. As needed, I

will engage the members of the Joint Chiefs of Staff and act as channel of communication to raise the concerns of the Adjutants General.

What is your understanding and assessment of the Department of Defense’s annual budget process and the documentation of the priorities and proposed funding levels for equipment procurement for the National Guard? What changes, if any, would you recommend to the process or documentation of the equipment-related funding request for the National Guard?

Over the last decade the Department has made great strides in providing transparency for the Reserve Components budget and more specifically equipment-related funding. The annual budget request identifies the equipment requested for all the Reserve Components, both within the Active Component justification books and a separate procurement book for the Reserve Components. The annual National Guard and Reserve Equipment Report also provides a review of the status of Reserve Component equipment and requirement shortfalls. I have not had the opportunity to consider the issues of process and documentation, but if confirmed I will consult the Directors of the Army and Air National to determine if further changes to the process and documentation are necessary.

What is your understanding and assessment of the oversight of National Guard budget execution by the National Guard Bureau, the Department of Defense, the Department of the Army, and the Department of the Air Force, particularly with respect to the transparency of the execution of annual appropriations for personnel, operations, and procurement? If confirmed, what actions, if any, would you take to improve this oversight?

It is my understanding that the Chief of the National Guard Bureau provides oversight for the Army and Air National Guard Personnel, Operations and Maintenance, Military Construction, and National Guard and Reserve Equipment accounts totaling approximately \$28 billion. The Departments of the Army and Air Force are responsible for National Guard procurement within their respective accounts. The Department of Defense retains responsibility to oversee various accounts that impact the National Guard, such as the Central Transfer Account. I am not yet prepared to provide you an answer regarding additional improvements or oversight that may be required. If I am confirmed, I will review the National Guard Bureau’s role in budget execution and work to improve the process and resolve any issues.

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 20 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 understanding and assessment of the changes, if any, over the past 20 years in the required levels of readiness of the National Guard prior to mobilization?

Over the past decade, the National Guard has transitioned from a strategic reserve to an operational force. While less prevalent in the Air National Guard, the Army National Guard often found that equipment, training, and medical care had impacted readiness levels. The Departments of the Army and Air Force remedied these issues as it became apparent that the National Guard was needed during a time of ongoing contingency operations. I have been told that, when deployed, National Guardsmen are indistinguishable from their Active Component brethren. This change reflects how seriously the Army and Air Force believe the National Guard is a part of the Total Force. It also reflects the commitment of the Department and Congress to ensure the National Guard has the equipment and training it needs to maintain a high level of readiness.

In your view, how do, or should, these changes affect the manning, equipping, training, and budgeting for the National Guard as an “operational” reserve as opposed to its historical role as a “strategic” reserve?

In my view, this change has already occurred. Today, the National Guard is better equipped and trained than at any time in my career. This year, the Army National Guard budget request supports additional duty days and operational tempo to facilitate rapid deployment of functional and multi-functional units required to deploy on a compressed timeline. The Department of Defense has committed to maintaining the National Guard as an operational force. If I am confirmed, I will work to ensure the National Guard remains manned, equipped, trained, and resourced to remain a highly effective operational force.

In your view, what changes, if any, are required to DOD or Military Department policies or programs to meet the Defense Strategic Guidance for the reserve component as an “operational” reserve at acceptable levels of risk as established by the Department of Defense?

If confirmed, I will work closely with the Military Departments and the Directors of the Army and Air National Guard to determine if changes are need to policies and programs to meet the Defense Strategic Guidance.

Army National Guard Modularity

Modularity refers to the Army's fundamental reconfiguration of the force from a division-based to a brigade-based structure. Although somewhat smaller in size, modular combat brigades are supposed to be just as, or more, capable than the divisional brigades they replace because they will have a more capable mix of equipment—such as advanced communications and surveillance equipment. To date, the Army has established over 90

percent of its planned modular units, however, estimates on how long it will take to fully equip this force as required by its design have slipped to 2019.

What is your understanding and assessment of the Army National Guard's modularity transformation strategy?

I know the Army National Guard is well underway with transformation. Army National Guard brigade combat teams work in concert with the Active Army and are able to deploy as a part of the Total Force.

If confirmed, what actions or changes, if any, would you propose relative to the Army National Guard's modular transformation strategy?

If confirmed, I will work with the Director of the Army National Guard to ensure the Army National Guard provides the Total Force with fully integrated capabilities.

What changes, if any, would you propose to the modular design, the mix of National Guard combat and supporting brigades, or modular unit employment to improve performance or reduce risk?

If confirmed, I will work with the Director of the Army National Guard to ensure the Army National Guard is providing the Active Army and the Combatant Commanders with the most effective and efficient force.

With respect to the Army's modular combat brigade force structure design, General Dempsey's June 2011 pamphlet titled "CSA's Thoughts on the Army's Future," directs the Army to assess the feasibility of adding a third maneuver battalion to each heavy and infantry brigade where there are only two maneuver battalions now.

If confirmed, how would you propose to implement a decision to add a third maneuver battalion to the National Guard's armored and infantry brigades? What National Guard force structure or capabilities would you propose to reduce in order to increase maneuver forces within the combat brigades and stay within the end strength authorization?

I have not had the opportunity to review this proposal. If confirmed, I will work with the Director of the Army National Guard to determine the best force structure for Army National Guard armored and infantry brigades.

Reserve Forces Policy Board

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

The Reserve Forces Policy Board serves as an independent adviser to the Secretary of Defense to provide advice and recommendations to the Secretary of Defense on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components. The Board's role, function, and membership is prescribed in section 10301 of title 10, United States Code. I believe the Board serves effectively as prescribed in statute, and no revision to its current role, function, or membership is required.

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?

During my time as Deputy Director of the Army National Guard, these issues came up and on occasion presented challenges. Fulltime manning is critically important to the readiness of our National Guard formations. If confirmed, I will make review of this important issue a high priority.

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

Immediate response to save life and limb immediately comes to mind. However, to fully respond to this question, I will need to carefully consider the secondary and tertiary impacts of any such policy change and, if confirmed, I will do so.

Sexual Assault Prevention and Response

The Department has developed comprehensive policies and procedures to improve the prevention of and response to incidents of sexual assault, 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 National Guard, do you consider the current sexual assault policies and procedures to be effective?

National Guard sexual assault policies and procedures follow the Department's policies and procedures for victim advocacy and response. If confirmed, I will continue to work with the Adjutants General to determine the best policies and procedures needed to support National Guardsmen in the States.

What is your assessment of the adequacy of support systems and processes for victims of sexual assault in the National Guard?

If confirmed, I will make it a top priority to ensure the proper support systems and processes exist for victims of sexual assault. I am committed to keeping the faith of the all-volunteer force which includes providing the best and most effective support to victims of sexual assault.

What is your assessment of the authorities available to National Guard commanders to hold assailants accountable for sexual assault?

While each State is different, National Guard commanders have a full range of options available to them under their States' individual military code to hold assailants accountable for sexual assaults. In addition, National Guard Commanders may seek to administratively address sexual assault matters, e.g., through separation if appropriate. National Guard Commanders may also refer allegations of sexual assault to the local civilian authorities. If confirmed, I will review the adequacy of these programs with my Chief Counsel and Chief of the Sexual Assault and Prevention program to determine whether we are doing the best we can for our soldiers and airmen. Nothing less is acceptable.

Suicide Prevention

The number of suicides in the military, including in the National Guard, continues to be of concern to the Committee.

If confirmed, what role would you play in shaping suicide prevention programs and policies for the National Guard to help prevent suicides and to increase the resiliency of Guardsmen and their families?

If confirmed, I will continue to make suicide prevention and resiliency training a top priority for the National Guard. I will continue to work with the Adjutants General to identify risk factors and provide National Guardsmen and their families with the outreach needed to provide the best resiliency training. I will also determine if there are additional steps the National Guard Bureau and the Department can make to mitigate these tragedies, including additional funding if required. .

Repeal of "Don't Ask, Don't Tell"

What is your assessment of the effect in the National Guard of the repeal of the Don't Ask, Don't Tell policy?

The National Guard, like all members of the Active and Reserve Component has instituted and embraced the repeal of the Don't Ask, Don't Tell policy. At this time, I know of no effects on recruiting, retention, or morale within the National Guard.

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 National Guard personnel have earned these benefits by virtue of their mobilizations.

What is your understanding and assessment of the effect of the Post 9/11 GI Bill on recruiting and retention in the National Guard?

First I want to thank you for this legislation. Since WWII the G.I. Bill has provided significant returns to our soldiers and airmen and has deeply benefitted our nation. Indeed no other program has delivered such outstanding opportunities for self improvement personal advancement and professional growth. If confirmed I will closely review the metrics regarding the GI Bill.

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

I have had the opportunity to speak with members of the National Guard and have heard firsthand the value this program has provided to many of their families. If confirmed I will evaluate what if any challenges exist in the implementation of these provisions.

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 the Selected Reserve?

I am currently unfamiliar with any issues with the current monthly benefit levels under the Montgomery G.I. Bill. If confirmed, I will work with Congress and this Committee to ensure National Guardsmen receive adequate monthly benefits under the Montgomery G.I. Bill

Would you recommend any changes to this program?

If confirmed, I will work with the Department and the Directors of the Army and Air National Guard to identify specific changes or improvements needed to G.I. Bill benefits.

Yellow Ribbon Reintegration Program

Congress established the Yellow Ribbon Reintegration Program in the National Defense Authorization Act for Fiscal Year 2008 to improve access to a broad range of family support programs before, during, and following deployments. 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.

What is your understanding and assessment of the Yellow Ribbon Reintegration Program resources and how available resources are allocated among needed services, including counseling, substance abuse and behavioral health support, all of which are provided to members of the National Guard upon return from deployment?

The Yellow Ribbon Reintegration Program empowers service members and their families with information and resources to prepare for the entire deployment cycle (pre-deployment, during deployment, and post-deployment). Reserve Component service members and their families are often geographically separated from the support of a military community and therefore require a different level of outreach to ensure awareness of programs and resources. This proactive support program leverages existing resources, provides education, and employs referrals to services in order to support families in safe, healthy, and successful experiences during the deployment cycle.

If confirmed, what changes, if any, would you propose to redistribute resources to best provide for the range of services intended by the Yellow Ribbon Program.

The overseas draw-downs and projected reductions in Overseas Contingency Operations funding will result in decreased funding for the Yellow Ribbon Program. If confirmed, I will work to ensure those reductions are proportional to the decreases in mobilization/deployment frequency so that the projected funding reductions do not negatively impact the National Guard's ability to manage and operate the program.

On a strategic level, it is vitally important that the National Guard is funded to maintain a residual level of Yellow Ribbon expertise and programs in the post Overseas Contingency Operations era. This residual capability will help ensure enduring continuity of deployment cycle support and Yellow Ribbon support, as required by law and regulation, for applicable non-combat missions and stateside deployments. As

deployments change there is a potential for requirement changes within the Yellow Ribbon program. If confirmed, I will ensure that resources are dedicated to the most pressing areas based on future demands.

Congressional Oversight

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

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

Yes

Do you agree, when asked, to give your personal views, even if those views differ from the administration in power?

Yes

Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Chief of the National Guard Bureau?

Yes

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?

Yes

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

Yes