

Senate Armed Services Committee
Advance Policy Questions for the Honorable Gabriel Camarillo
Nominee for Appointment to be Under Secretary of the Army

Duties and Responsibilities of the Under Secretary of the Army:

Section 7015 of title 10, United States Code, states the Under Secretary of the Army shall perform such duties and exercise such powers as the Secretary of the Army may prescribe.

1. What is your understanding of the duties and functions of the Under Secretary of the Army?

Answer: By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. It is my understanding that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. The Under Secretary also serves as the Chief Management Officer of the Army. In this capacity, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army, and directly supervises the Office of Small Business Programs. I also understand the Under Secretary is the senior official for all executive and senior professional personnel actions and, as such, is responsible for developing policies and programs, as well as supervising and directing, the Civilian Senior Leader Management Office. Finally, my understanding is that under the restructuring of the Criminal Investigation Division (CID), the Under Secretary will now supervise the CID Director.

2. What background and experience do you possess that render you qualified to perform these duties and responsibilities?

The role of Under Secretary of the Army requires experience, skill and judgment needed to assist the Secretary of the Army in fulfilling Title 10 functions and in providing civilian leadership to the Army. If confirmed, I believe I would bring a uniquely qualified blend of experience gained from a diverse career background in national security, public service, law and the private sector to fulfill this important role.

First, I have substantial experience in leading organizations in the Pentagon directly tied to the Title 10 functions of the military services. As Assistant Secretary of the Air Force for Manpower and Reserve Affairs, I was responsible for supervising personnel matters for the Department of the Air Force, a combined workforce of 674,000 active duty, reserve component and civilian members. I led efforts to attract, recruit and retain diverse talent in the Air Force and worked closely with service leaders to implement talent management reforms. In addition, I worked closely with the Air National Guard and Air Force Reserve, which provided me valuable experience in implementing and reinforcing a total force approach that addressed the unique challenges faced by the Reserve Component.

Additionally, as Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics and Technology), I helped lead the Army's acquisition functions and acquisition workforce for nearly six years. In this role, I helped oversee Army acquisition programs, contracting actions, logistics, R&D investment and industrial base issues. This provided me with experience and expertise that will be critical as the Army continues to pursue modernization of warfighting capabilities. If confirmed, my combined experience as a senior political appointee in the Army and Air Force would enable me to immediately make a positive contribution to the Army as Under Secretary and allow me to effectively advise the Secretary of the Army in fulfilling her Title 10 responsibilities to man, train and equip the Army. In both government roles, I worked very closely with the Congress, external stakeholder organizations and other DoD and federal agencies to manage issues in my area of responsibility, including associated budgets and policies.

Lastly, I have extensive experience in the private sector, both as a lawyer with a strong background in government ethics and conflict of interest law, and as an executive at SAIC. In the latter role, I acquired first-hand experience in leading business units with thousands of employees providing IT and engineering services to the federal government. I have developed significant experience in managing issues affecting supply chains and the broader Defense Industrial Base. My combined professional experience would, in my opinion, serve me well in fulfilling the full range of responsibilities of this important position if I am confirmed.

3. In particular, what management and leadership experience do you possess that you would apply to your service as Under Secretary of the Army, if confirmed?

Over the course of my career, I have enjoyed the privilege of serving in politically appointed senior leadership roles in both the Army and the Air Force. These opportunities have given me deep experience in acquisition, R&D and contracting issues as well as personnel, talent management and reserve component issues that would directly apply to the role of Army Under Secretary if I am confirmed. Moreover, I have held executive leadership roles in both the public and private sector, and have a strong background in enterprise-level management and in driving positive change and fostering cooperation and teamwork within and among organizations.

As noted above, I have previously served in the Pentagon in a deputy position responsible for assisting in the management and oversight of a complex enterprise. If confirmed, I believe this experience would translate well to the role of Army Under Secretary, who is responsible for advising and assisting the Secretary of the Army in fulfilling her Title 10 functions and performing any duties assigned directly to the Under Secretary by the Secretary of the Army. If confirmed, I would endeavor to be a strong advocate for the Army, its Soldiers and civilians and play a constructive and cooperative role as part of the leadership team.

4. What recommendations, if any, do you have for changes in the duties and functions of the Under Secretary of the Army, as prescribed by the Secretary of the Army or as set forth in Department of Defense and Department of the Army regulations?

Answer: At this time, I do not have any specific recommendations for changes to the Under Secretary's duties or functions. If confirmed, I will focus my efforts and attention

in full support of the Secretary's priorities of People, Readiness, and Modernization.

5. What additional duties, if any, do you expect the Secretary of the Army will prescribe for you, if confirmed?

Answer: At this time, I am unaware of any additional duties the Secretary might delegate to the office of the Under Secretary.

Duties and Responsibilities as Army Chief Management Officer (CMO):

6. What is your understanding of the duties and responsibilities of the Under Secretary in their capacity as CMO of the Department of the Army?

Answer: My understanding is that the Under Secretary is assigned the position of CMO in accordance with the National Defense Authorization Act of 2008. As CMO, the Under Secretary is the principal advisor to the Secretary of the Army, who assigns the duties and authorities required to organize and administer the business operations of the Army in an effective and efficient manner. The Under Secretary is also responsible for developing a comprehensive business transformation plan, as well as a business systems architecture and transition plan.

7. Please provide an example of a situation in which you took action to improve the effectiveness and efficiency of the business operations of a large organization.

Throughout my career in public service, I have worked to assess opportunities to improve and streamline business operations and implement creative strategies to achieve efficiencies resulting in improved organization performance or savings made available for reinvestment. As Assistant Secretary of the Air Force, I led efforts in 2015-2016 to address the accretion of non-core missions and responsibilities stemming from accumulated Air Force regulations and policies that impacted unit readiness and Airmen's ability to focus on mission critical functions. The need for this review was made urgent by the Air Force's shortage of trained pilots and the lack of personnel at flying squadrons. I assembled a team of subject matter experts, stakeholders from across the Air Force and worked diligently to either eliminate, reduce or modify dozens of Air Force regulations that created a patchwork of non-mission related duties and training requirements. Our efforts resulted in a 50% increase in training time efficiency without creating risks for Airmen.

8. Do you believe that the Under Secretary/CMO has the resources and authority needed to carry out the business transformation of the Department of the Army?

Answer: If confirmed, I would consult with the Army leadership and the Director of Business Transformation to assess the current state of transformation efforts and to determine whether any additional authorities or resources are needed to sustain the momentum of Army business transformation efforts.

9. If confirmed, on which specific business operations would you focus in your role as Army CMO, and why?

Answer: If confirmed, I will focus on re-engineering and improving the major end-to-end business processes that support Army people, readiness, and modernization efforts, while doing so in ways that generate the best value to our Nation. This focus ensures the Army enterprise is prepared to meet current and anticipated future operational challenges and demonstrates continuing Army commitment to fiscal stewardship and audit readiness.

Budget:

10. If confirmed, by what standards would you measure the adequacy of funding for the Army?

Answer: If confirmed, I will measure the adequacy of the Army's funding based upon the Army's ability to meet the President's Interim National Security Strategic Guidance and its ability to meet the Army's requirements under the National Defense Strategy. The Army must be able to successfully deter and defeat military aggression that threatens our national security interests. I would also work with the Secretary of the Army to ensure that the Army's priorities of People, Readiness, and Modernization align with the Secretary of Defense's priorities of defending our nation, innovating and modernizing the Force, maintaining and enhancing readiness, taking care of our people, and succeeding through teamwork

11. How will you ensure the Army is appropriately resourced to simultaneously modernize, improve readiness, and take care of its people?

Answer: If confirmed, I will support the Secretary of the Army and the Secretary of Defense in working with Congress to ensure resources are adequate to meet the Army's mission based on the Interim National Security Strategic Guidance, and when published, the new National Defense Strategy. To meet these requirements, the Army must balance the necessity of providing for Soldiers and their families with resourcing essential readiness and modernization efforts.

Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of their armed force.

12. If confirmed, would you support the Chief of Staff of the Army in providing his unfunded priorities list to Congress in a timely manner?

Answer: Yes. If confirmed, I commit to supporting the Chief of Staff of the Army in meeting the requirement to provide a timely list of Unfunded Requirements to Congress after the President's annual budget request is released.

National Defense Strategy:

The 2018 NDS outlines that the United States faces a rising China, an aggressive Russia, and the continued threat from rogue regimes and global terrorism.

13. Do you believe that the 2018 NDS accurately assesses the current strategic environment, including the most critical and enduring threats to the national

security of the United States and its allies?

Answer: The 2018 National Defense Strategy correctly emphasized the rapidly advancing military capabilities of China and aggressive Russian posture as areas of strategic challenge. In this era of great power competition, if confirmed, I would work with the Secretary of the Army to ensure that the Army is postured and prepared to address the range of threats and challenges posed by nation state actors and global terrorism identified by the 2018 National Defense Strategy.

14. In your view, is the Army adequately sized, structured, and resourced to implement the current NDS and the associated operational plans? Please explain your answer.

Answer: At this time, I do not currently have sufficient information to assess the Army's current size, structure, and resourcing compared to the requirements of the National Defense Strategy and current operational plans. The Army is also asked each year to respond to emerging requirements across a range of missions that include disaster relief and more recently, COVID response. If confirmed, I will work with the Secretary of the Army, Army leadership, and Department of Defense leadership to ensure the Army effectively balances modernization, force structure, and readiness needs within its allocated resources to ensure that the Army is ready to support the National Defense Strategy and meet the full range of missions it is called upon to meet.

15. Does the Army have the requisite analytic capabilities and tools to support you, if confirmed as the Under Secretary of the Army, in evaluating the Army's force structure and sizing strategies? Please explain your answer.

Answer: It is my understanding that the Army currently employs trained analysts, force models and analytic tools to evaluate the Army's force structure as part of the joint force. If confirmed, I would work with the Secretary of the Army to undertake an assessment of these tools and capabilities to determine whether modifications or investments are required that have the potential to improve the fidelity, scope, and veracity of these capabilities.

16. If confirmed, how would you advise the Secretary of the Army to address any gaps or shortfalls in the Army's ability to meet the requirements of the operational plans that implement the current strategy?

Answer: If confirmed, I would support the Secretary of the Army's ongoing efforts to develop and field modernized capabilities in support of the Army's joint role in multi-domain operations. The Army continues to place significant emphasis on developing modernized weapon systems designed to deter and defeat potential adversaries while addressing critical requirements to include cyber security, electronic warfare, long range precision fires, improved air defense systems. These requirements also include the need for interoperability and shared data across command and control systems.

In addition, I would support the Secretary of the Army in addressing talent management through Army programs designed to recruit, train and retain critical talent and in addressing readiness through force management models like the Regionally Aligned Readiness and Modernization

Model (ReARMM), which places Army forces in predictable readiness and modernization windows that produce optimal capabilities integration with the Joint Force.

Major Challenges and Priorities:

17. What would you see as your highest priorities for the near-term and long-term future of the Army, if confirmed as Under Secretary of the Army?

Answer: The Army's current priorities are people, readiness, and modernization. If confirmed, I would work with the Secretary of the Army to address the full range of issues affecting Soldiers and their families as part of the Army's People Strategy, with emphasis on eliminating harmful behaviors that undermine the safety and well-being of our Soldiers such as sexual assault, sexual harassment and suicide. I would support the Secretary of the Army in her efforts to focus on prevention of these behaviors, with emphasis on accountability, response and command climate focused initiatives as well.

I would further focus on maintaining the readiness of the Army to meet current and emerging missions around the globe, and support the Secretary of the Army in implementing force management models designed to promote Army readiness and in ensuring that Soldiers are trained and prepared to meet these requirements. In addition, I would support the Secretary of the Army in prioritizing future readiness through the Army's modernization programs designed to develop and field capabilities that provide the Army a decisive advantage in multi-domain operations.

18. What do you consider to be the most significant challenges you would face, if confirmed as Under Secretary of the Army?

Answer: If confirmed, I expect to face a number of challenges in several key areas. One of the most significant challenges is the prevention of harmful behaviors among Soldiers that undermine readiness and erode trust. I am aware that the Army is working diligently to solidify a culture of cohesion and intervention to protect our Soldiers and prevent these destructive behaviors from occurring in our formations. If confirmed, my highest priorities will be to provide even greater emphasis in these areas.

Another significant challenge will be to work with the Secretary of the Army and Army leaders to strike the optimal balance between the investment needed to promote current readiness with the need to invest in future readiness through the Army's modernization programs. Given the landscape of evolving threats, rapidly proliferating technology and global competition, the Army has undertaken a significant campaign to modernize its warfighting capabilities. These efforts are designed to address key capability gaps and ensure that the Army is prepared to respond to joint requirements in multi-domain operations. If confirmed, I would work with Army leaders to ensure that the Army manages its investments to address these challenges.

19. What plans do you have for addressing each of these challenges, if confirmed?

Answer: If confirmed, I would first work with the Secretary of the Army and Army leaders to build and foster a command climate founded on mutual respect and dignity, emphasizing that there is no place in the Army for destructive behaviors that threaten the safety or well-being of

our Soldiers and their families. My understanding is that the Army has established the People First Task Force, which is intended to address the recommendations from the Fort Hood Independent Review and develop initiatives to address this challenge. In addition, I am aware that the Army has deployed Cohesion Assessment Teams to support unit leaders in establishing and fostering the command climate needed to prevent these behaviors from occurring anywhere in the Army. I would work to help implement these initiatives and ensure that they are successful in meeting their objectives.

In the area of promoting near-term readiness, I would assist the Secretary of the Army in implementing the Army's revised force management model, the Regionally Aligned Readiness Modernization Model (ReARMM) program, designed to establish predictable mission deployment, training and modernization cycles. In addition, I would assist the Secretary of the Army to ensure that Army modernization programs are appropriately structured and successfully executed to field capabilities needed to meet future readiness requirements consistent with the Army's modernization priorities.

In response to this Committee's advance policy questions prior to its hearing on her nomination, Secretary of the Army Wormuth said that one of the most significant challenges she would face as Secretary of the Army is "working closely with Army leaders to create a positive command climate across the entire Army that fosters trust between Soldiers and between the Army and the American public."

20. If confirmed, how would you assist the Secretary of the Army in addressing this challenge?

Answer: If confirmed, I will fully support the Secretary of the Army in her efforts to create a positive command climate that fosters trust and prevents destructive behaviors that threaten the safety or well-being of our Soldiers. My understanding is that the Army has established the People First Task Force (PFTF), which originated after the Independent Review of Fort Hood, to recommend systemic changes needed to develop a positive command culture across all Army formations. The Army also has a Quality of Life Task Force (QOL TF) that oversees the comprehensive approach necessary to strengthen quality of life programs for our Soldiers, Civilians, and Families. If confirmed, I would comprehensively assess these and other Army initiatives, such as the "This is My Squad" initiative, that collectively support a healthy command climate and prevent destructive behaviors to ensure that the Army establishes the culture and work environment that Secretary Wormuth has called for.

End strength:

21. In your view, is the Army's current end strength sufficient to meet current national security objectives and execute the associated operational plans? If not, what end strength do you believe is necessary? Please explain your answer.

Answer: At this time, I do not currently have sufficient information regarding the Army's analysis and force models to determine the sufficiency of current end strength relative to the requirements of the operational plans. If confirmed, I will work with the Secretary of the Army, Army leadership, and Department of Defense leadership to assess future force structure requirements across all components and ensure we effectively balance end strength

requirements, readiness and modernization requirements to ensure that the Army is capable of meeting missions required under the forthcoming National Defense Strategy.

Recruiting and Retention:

22. If confirmed, how would you ensure the Army maintains sufficiently high recruitment and retention standards, even if such standards result in the Army not achieving authorized end strength levels?

Answer: It is my understanding that in FY21, the Army leveraged both historical and forecasted metrics to enable a precise recruitment effort that will achieve the approved end strength. In FY22, I understand that the Army will continue to utilize those metrics to make recruiting efforts more efficient. If confirmed, I will ensure the focus of the Army's retention program ensures that only those Soldiers who have maintained a record of acceptable performance are offered the privilege of reenlistment. If confirmed, I will assist the Secretary to ensure that commanders continue to be empowered to evaluate their Soldiers for compliance with Army policy and alignment with its professional ethic. Through these efforts, I am confident that the Army can continue to meet its required end strength while maintaining a high quality force.

23. What impact do current medical and other qualifications for enlistment in the Army have on the number of individuals eligible for military service? If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for service without degrading the quality of recruits?

Answer: There are significant segments of the population in the Army's target age group that are disqualified from entering the service due to medical qualifications and other factors. I understand that the Army continues to assess its standards and experiment with programs designed to modernize medical and other qualifications while remaining consistent with Department of Defense policy and guidance regarding qualification standards. If confirmed, I would assess the efficacy of these programs and work with Army and Department leaders to ensure that we maintain the most qualified and effective All-Volunteer Force, without sacrificing quality for quantity.

24. Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Army recruiting?

Answer: The Army is in a fierce competition for talent among the population of qualified population with a propensity to serve in the military. Expanding the pool of talent requires continued modernization and expansion of Army recruiting efforts. My understanding is that the Army is currently modifying its recruiting efforts to pursue expansion into different geographic regions and has re-assessed its marketing efforts to better connect with the Generation Z population of potential recruits. In my experience as a former Assistant Secretary of the Air Force for Manpower & Reserve Affairs, I worked to shift Air Force recruiting efforts to provide compelling information to young people regarding the range of career options available through military service on social media and information platforms that they rely upon.

If confirmed, I would work with the Secretary of the Army and Army leaders to support these

programs and continue to innovate and modernize Army outreach efforts to help connect with our young population and ensure that we continue to recruit the best available talent.

25. What do you consider to be key to the Army's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Army?

Answer: The Army's greatest strength is the talent provided by its Soldiers and retention is a key priority in meeting current and future mission requirements. Keys to success in promoting retention include a positive command climate for all Soldiers, a healthy and constructive set of relationships between Soldiers and commanders that promote career development, professional education and training opportunities, and quality of life programs, to include Soldier and family housing and spousal employment opportunities. If confirmed, I would work with Army leaders on efforts to identify specific retention challenges within the Army and develop effective and innovative approaches to retaining critical talent.

26. What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of soldiers?

Answer: The Army continues to work to balance operational tempo requirements with concern over adverse impacts to recruiting and retention of talent. My understanding is that the Army has experimented with assignment preferences, granting duty station preferences, training opportunities and offering re-enlistment bonuses as some of the approaches used to achieve retention objectives. If confirmed, I would work to ensure that these and other approaches enable the Army to recruit, develop, and retain top talent.

Additionally, I understand that the Army is implementing a new force management model designed to establish predictable modernization, training, and mission phases to reduce burdens on individual units and Soldiers. If confirmed, I will support these efforts and others to provide predictability to Soldiers, thereby helping to ensure that current operational requirements do not adversely impact the Army's most important asset, its people.

27. In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition and/or future success in the Army?

Answer: Yes, in my view, the current DoD recruit benchmarks for high school graduation rates and performance on the Armed Forces Qualification Test (AFQT) as fed by the Armed Services Vocational Aptitude Battery (ASVAB) are well-established predictors of success. However, if confirmed, I will work with the Secretary of the Army, as well as Congress and DoD, to implement initiatives that will enable the Army to reduce the number of applicants that leave the service before completion and improve the pool of applicants available for service in the Army.

28. Do you believe that current military entrance testing methods unnecessarily restrict the pool of eligible recruits, for example, by penalizing prospective recruits for whom English is not their native language?

Answer: The Army must expand its outreach to ensure it has access to the best available talent among the population of qualified potential recruits. Current DoD military entrance testing methods have succeeded in providing qualified recruits for the All-Volunteer Force. I believe that the Army has made a number of significant strides to address the needs of diverse populations through the utilization of English as a Second Language programs for those applicants who demonstrate sufficient aptitude for service but for whom English is a second language. If confirmed, I would assess the success of these efforts in ensuring that the Army has access to all talented and qualified potential recruits.

Reserve Components:

29. In your view, what is the appropriate relationship between the Active Army and the Army Reserve and Army National Guard?

Answer: The Total Army consists of three components designed and committed to operating together seamlessly. The Army National Guard provides the combat reserve for the Army with trained and ready units to support Combatant Command requirements around the globe, as well as providing relevant capabilities to federal, state, and local authorities for domestic response. The Army Reserve continues to provide ready units and highly skilled individual Soldiers to the United States Army in order to mobilize and set the theater in large scale combat operations. If confirmed, I will work closely with the Secretary of the Army, Chief of Staff of the Army, Chief, National Guard Bureau and the Chief, Army Reserve to foster the necessary capabilities and relationships to promote interoperability across the Active, National Guard and Reserve components.

30. What is your vision for the roles and missions of the Army reserve components? If confirmed, what new objectives would you seek to achieve with respect to the Army's reserve component organization, force structure, and end strength?

Answer: The Reserve Components comprise 51 percent of the Total Army end strength. The Army National Guard provides roughly 33 percent with the Army Reserve contributing 18% of the Army's Total Force. All three components, however, must be equal partners in the Army's Operating Concept. Proper equipment, training, and facilities are critical to the interoperability of the Total Force and are paramount for the Army to support the National Defense Strategy. If confirmed, I will work with the Secretary of the Army, the Chief of Staff of the Army, the Chief of the National Guard Bureau, and the Chief of the Army Reserve to ensure the Army National Guard and the Army Reserve have the necessary equipment, training, and facilities so that the Army's Total Force is fully capable of executing the National Defense Strategy.

31. Are you concerned that continued reliance on Army reserve components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Why or why not?

Answer: The Army Reserve Components continue to exceed expectations in performing both planned and unexpected missions over the past year, both abroad and here at home. Maintaining an effective recruiting pipeline and retaining the talent and expertise in the reserve components is vital to Army readiness and our national security. We must closely monitor the impacts of this

operational tempo and commitments on the ability to recruit and retain talent. I am aware that the Army Reserve fell just short of its goal for FY2020 but exceeded its retention requirements and is set to meet its end strength goal for FY2022. I am also aware that the Army National Guard achieved their end strength objectives in FY 2020 and continues on a glide path to do so again in FY 2022. If confirmed, I would work with the Secretary of the Army to ensure that operational requirements and the commitments of our Reserve Component Soldiers, their families, and employers are balanced to minimize adverse effects on the ability to recruit and retain quality Soldiers.

Military Health Care Reforms:

Since Secretary Wormuth's confirmation as Secretary of the Army, the Army's Medical Command and the Defense Health Agency have worked more collaboratively to accomplish military health care reform.

32. Do you support the purpose and implementation of section 702 of the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), as clarified by sections 711 and 712 of the FY 2019 NDAA? Please explain your answer.

Answer: Yes, ensuring DHA's successful assumption of the healthcare delivery mission is in the Army's best interest. The Army is reliant on DHA to run the military medical treatment facilities. These facilities are readiness platforms to facilitate the training of Army medical forces and to provide efficient and effective healthcare to Soldiers. I understand the Army is postured to transfer the healthcare delivery mission, resources, and personnel to the DHA no later than 30 September 2021, in accordance with the law. If confirmed, I would work with the Secretary of the Army to ensure the Army remains ready and responsive as the nation's premier land fighting force and complies with this legislation consistent with Congressional intent.

Mental and Behavioral Health Care:

33. If confirmed, what actions would you take to ensure that sufficient mental and behavioral health resources are available to soldiers in an operational theater, as well as to soldiers and their *families* at home station locations?

Answer: Ensuring access to behavioral health services and eliminating the stigma associated with seeking help for mental health is critical to the Army's long-term efforts in preventing harmful behaviors. My understanding is that the Army has deployed Behavioral Health (BH) Officers assigned to units, who provide behavioral healthcare enhancing Soldier morale and performance. In addition, I am aware that family member behavioral health services rely heavily on TRICARE and network provider care delivery. The Army is shifting on-post priority for family member mental health resourcing to address the needs of relatively underserved and remote locations as the nation faces a shortage of mental health professionals. If confirmed, I will examine the manner in which Army installations are leveraging all available resources and integrating other agencies to maximize community support for those identified mental health needs.

34. If confirmed, what would you do to ensure that sufficient mental and behavioral

health resources are available to reserve component soldiers and their families who do not reside near a military installation?

Answer: If confirmed, I will assist the Secretary of the Army in working to make sure that mental and behavioral resources are made available to these Soldiers and their families. This includes ensuring that the Army Reserve supports Tricare Reserve Select for Soldiers without employer provided health care coverage. This coverage is provided at a low cost to Soldiers and provides access to behavioral and mental health services. Additionally, I am aware that the Army Reserve Command headquarters maintains a behavior health team that includes mental health nurses and licensed clinical social workers that track behavioral health trends across the Army Reserve. This team assists Soldiers with their needs and assist in accessing local/state behavior health resources. If confirmed, I would look closely at this and other programs to ensure they provide the support required by Soldiers and their Families in the Reserve Components.

Although the Department has made great strides in reducing the stigma associated with help-seeking behaviors, many soldiers remain concerned that their military careers will be adversely affected should their chain of command become aware that they are seeking mental or behavioral health care. At the same time, the military chain of command has a legitimate need to be aware of physical and mental health conditions that may affect the readiness of the service members under their command.

35. Regarding the provision of mental and behavioral health care, how does the Army bridge the gap between a soldier's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect the readiness of the soldier and the unit?

Answer: My understanding is that Department of Defense policy outlines the balance between patient confidentiality rights and the commander's right to know for operational and risk management decisions. Specifically, healthcare providers must presume that they are not to notify a Soldier's commander when the Soldier obtains mental health care or substance abuse education services. Only specific circumstances permit a provider to notify the command; these include cases of Soldier self-harm, harm to others, or harm to mission. If confirmed, I will explore in more depth how the Army is implementing this policy and whether any issues currently exist.

36. In your view, do non-medical counseling services provided by DOD Military Family Life Counselors have a role in promoting the readiness of soldiers and their families?

Answer: Yes. Military Family Life Counselors, which are Department of Defense assets, assist the Army in the care and readiness of our Soldiers and families.

Support for Military Families with Special Needs:

37. What is your view of the overall effectiveness of the Army exceptional family member program (EFMP)?

Answer: Support for Soldier families with exceptional family members is critical to Army

readiness and is a key component of the Army's quality of life programs. I understand that Soldiers and their families have expressed frustration with the EFMP program, including some inconsistencies with access to care, program awareness, and links to military and community resources. While I have not had the opportunity to examine the program closely in order to determine its effectiveness or where improvements might be warranted, if confirmed, I will support the Army's efforts to address these concerns. This includes supporting the Army's continued improvement of the EFMP program to better address issues, connect all stakeholders, and provide a holistic overview of installation services, enhanced medical and assignment coordination and family support access.

38. If confirmed, how would you incentivize soldier and family enrollment in EFMP?

Answer: In my view, enrollment in EFMP is a means to improve quality of life for Soldiers and families with special needs. My understanding is that the Army makes efforts to relocate families to locations that can best support their medical and educational needs and the career development of Soldiers. If confirmed, I would first assess the effectiveness and challenges associated with the Army's EFMP program and work with the Secretary of the Army to improve access to needed resources among the Soldier families that rely on these programs.

39. If confirmed, how would you empower Army families to advocate and access individualized educational programs and other support to which their family members may be entitled under the Individuals with Disabilities Education Act, including from public schools in the vicinity of military installations?

Answer: The Army plays a vital role in helping to make legal assistance and counseling available to Soldier families seeking proper access to special education programs. My understanding is that EFMP coordinators are trained to assist families with Individual Education Plans (IEPs), their rights and responsibilities under special education law and are trained to attend IEP meetings with Families as their advocates. I also understand that the Army has also partnered with ABA's military program to provide pro bono legal assistance attorneys to EFMP Families when particularly complex cases arise. If confirmed, I will continue to seek ways to further develop expertise in this area to better support Army families and ensure that Soldier families are empowered to advocate for resources they need.

40. If confirmed, how would you enhance support to soldiers and families in navigating the TRICARE system to obtain the medical services and support required by a family member with special needs, regardless of where that family member is located?

Answer: I understand that Soldiers and families enrolled in EFMP are challenged when it comes to researching medical care and other support services in preparation for their next assignment. To improve access to TRICARE and other support services, my understanding is that the Army is developing an Enterprise EFMP system that will provide a single site to access the TRICARE system and other support services, thereby providing the Soldiers and Families a one-stop system for all their EFMP needs. If confirmed, I will continue to support efforts like these to assist Soldiers and their families in accessing the medical support they need for their family members with special needs.

41. If confirmed, how would you work with Military Housing Privatization Initiative partners and military commanders to ensure that the needs of service members with an exceptional family member are considered in the military housing assignment process?

Answer: If confirmed, I commit to working with private partners, commanders, and government housing staff to ensure that families enrolled in the Exceptional Family Member Program who want to reside in military housing are provided the opportunity to do so. I will also work to ensure the Army is able to validate that privatized partners are complying with applicable laws, to include the Americans with Disabilities Act and Fair Housing Act, consistent with applicable legal agreements and Department of Defense guidance.

42. If confirmed, how would you eliminate or reduce the bureaucratic administrative burdens currently experienced by EFMP participants?

Answer: My understanding is that the Army is developing an Enterprise Exceptional Family Member Program (EFMP) system that will automate many of the requirements necessary to participate in the EFMP. This includes automating the enrollment process and eliminating the burden of hard copy forms. My understanding is that this system will allow members to track their paperwork in the system, improving transparency. Additionally, the FY 2021 NDAA establishes a single office at the Army Headquarters to oversee the EFMP. If confirmed, I will ensure that this legislation is implemented and assists families in reducing bureaucratic burdens.

Non-Deployable Service Members:

43. Do you agree with the policy that soldiers who are non-deployable for more than 12 consecutive months should be subject either to separation from the Army or referral into the Disability Evaluation System? Please explain your answer.

Answer: Soldiers who are non-deployable for 12 consecutive months should be evaluated for continued service. Prolonged non-deployability may not be in the best interest of the Soldier or the Army. However, if confirmed, I will advise the Secretary of the Army and work with the Chief of Staff of the Army to ensure that the Army's policy balances the need to take care of our people while maintaining an Army that is ready for any mission that the Nation requires.

44. In your view, under what circumstances would it be in the best interest of the Army to retain a soldier who has been non-deployable for more than 12 months?

Answer: My understanding is that under existing policy, the Army must assess the specific circumstances of a Soldier who is classified as non-deployable for 12 consecutive months and who wants to remain in the Army. I understand that this policy exempts Soldiers who are pregnant, for example, who may exceed a 12-month nondeployable status in some cases. Some Soldiers, while classified as non-deployable, nonetheless possess unique skills that may warrant an opportunity for continued service. For example, Soldiers may possess a critical high-demand, low-density military occupational specialty such as cyber or military intelligence where they could work in a virtual environment from home station or a non-deployed environment. If confirmed, I would assess the circumstances that may merit retention after periods of more than

12 months of non-deployability, and work with the Secretary of the Army to address the policy as appropriate.

45. In your view, should a soldier's readiness to perform the required specific missions, functions, and tasks in the context of a particular deployment also be considered in determining whether that soldier is deployable?

Answer: My understanding is that current policy maintains a core set of deployment standards and requirements to ensure the Army is able to respond to a multitude of potential threats. However, in certain cases, non-deployable Soldiers can serve based on the specific mission and function. Cyber and military intelligence are both examples of capabilities that may be executed at home station or in a non-deployed environment. If confirmed, I would work with the Secretary of the Army to review these policies to ensure that the Army maintains access to needed talent while maintaining operational readiness.

46. What are your ideas for addressing the challenges of medical non-deployability in the reserve components?

Answer: If confirmed, I would first assess Army Reserve processes in place to address medically non-deployable Soldiers, to include access to medical care and rehabilitation programs that enable Soldiers to return to deployable status. My understanding is that the Army Reserve works with Army Surgeon General and the Department of Veterans Affairs to ensure that these Soldiers get review at medical retention boards and the integrated disability evaluation board as appropriate. If confirmed, I would review these processes and work with Army leaders to address specific challenges affecting the Army Reserve.

Suicide Prevention:

47. If confirmed, what actions would you take to enhance suicide prevention programs for the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?

Answer: The loss of a Soldier, spouse or child to suicide is an incomprehensible tragedy. We must do everything we can to prevent this senseless loss of life by equipping command teams across all components with the necessary tools to enhance resilience, nurture a sense of belonging, promote unit cohesion, and encourage help-seeking behaviors. These efforts should enable the development of comprehensive prevention strategies and allow for timely intervention opportunities to mitigate factors that may adversely impact Soldiers' wellbeing. If confirmed, I will work with the Secretary of the Army to make the prevention of suicide a priority.

48. If confirmed, what would you do to ensure the reporting and tracking of suicide among family members and dependents of soldiers across all Components?

Answer: The Army has established procedures for the tracking and reporting of family member deaths by suicide. My understanding is that this process includes collaboration with the Department of Defense and Centers for Disease Control and utilizes military and civilian data from Army and Department of Defense databases. If confirmed, I would work with the Secretary of the Army to prevent Army suicides by ensuring that leaders are properly equipped with the

resources, training, and tools to maintain cohesive teams, implement prevention strategies and identify intervention opportunities where appropriate.

U.S. Army Alaska has experienced numerous suicides from 2016 through 2021. Most of these suicides occurred at Fort Wainwright. Army leadership has taken steps to improve the quality of life for soldiers in Alaska, particularly at Fort Wainwright, and to provide more mental health resources for soldiers, but suicides continue.

49. If confirmed, what additional steps would you take to improve the Army's suicide prevention efforts in Alaska and in other remote and isolated locations?

Answer: I am very concerned about the number of suicides among Soldiers stationed in Alaska, despite ongoing efforts to prevent suicides and address quality of life at these installations. It is my understanding that the leadership in Alaska is implementing initiatives such as enhanced and focused resilience and suicide prevention training programs. While these programs have the potential to improve the overall behavioral health of our Soldiers and families in Alaska and other remote locations, the recent trend of suicide is concerning. My priority, if confirmed, will be to work with the Secretary, the Chief of Staff of the Army, and the Sergeant Major of the Army, to ensure that Commanders have the policies, resources, training, and awareness to establish prevention strategies, identify Soldiers at risk of self-harm, eliminate the stigma associated with behavioral health treatment and continue improving quality of life and healthy climates and conditions in Alaska and other remote locations.

Sexual Harassment and Assault Prevention and Response Programs:

50. What is your assessment of the findings and recommendations of the Fort Hood Independent Review Committee?

Answer: I have read the Fort Hood Independent Review Committee (FHIRC) report and I agree with the Secretary of Army that the findings are deeply disturbing. If confirmed, I will be fully committed to implementing all 70 of the report's recommendations. The FHIRC identified significant issues regarding effectiveness of the sexual assault prevention program at Ft. Hood and highlighted the absence of a healthy command climate essential to preventing these destructive behaviors. I am committed to working with Secretary Wormuth to address these negative trends at all Army installations and units. The FHIRC report showed a break down in trust between Army leadership and its Soldiers and civilians, the Army must work hard to ensure this never occurs again.

51. Do you believe these same findings and recommendations could be relevant Army-wide, and not only at Fort Hood? Please explain your answer.

Answer: Yes, I believe that the findings and recommendations in the Fort Hood Independent Review Committee report are relevant across the entire Army. The Army continues to work to prevent harmful behaviors such as sexual harassment and sexual assault across all formations. These efforts are not isolated to one Army installation. If confirmed, I would work with the Secretary of the Army to ensure that programs and policies designed to prevent destructive behaviors across all Army installations are effective.

52. If confirmed, what actions would you take with respect to these findings and recommendations—both at Fort Hood and across the Army?

Answer: I understand the Army is taking action and making progress on addressing all 70 recommendations, both locally at Fort Hood, and across the Army. If confirmed, I will support the Secretary of the Army by reinforcing these ongoing efforts to ensure broad application across the Service. In addition, I would work to reinforce other related Army efforts, to include the deployment of Cohesion Assessment Teams and other initiatives designed to promote a healthy command climate and a culture of dignity and respect for all.

53. In your view, are the recent changes to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command sufficient to address the findings of the Fort Hood Independent Review Committee? If confirmed, would you advocate for additional reforms? If so, what would they be?

Answer: My understanding is that the Army has implemented the Fort Hood Independent Review Committee recommendation to restructure the Criminal Investigation Command (CID). These reforms include establishment of a civilian SES to lead the CID, separating the CID from the Office of the Provost Marshal General and aligning the CID to report directly to the Under Secretary of the Army. Moreover, my understanding is that the organizational redesign will also address the need for an experienced workforce by increasing the number of special agents at Army installations dedicated to investigations and increasing the civilian workforce to provide greater continuity and enduring expertise. If confirmed, I will continue to assess the effectiveness of the redesign to ensure the Army is achieving the desired outcomes across the Army.

54. What is your assessment of the findings and recommendations of the Independent Review Commission on countering sexual assault in the military?

Answer: There is simply no tolerance for sexual assault and sexual harassment in the Army and if confirmed, I would follow Secretary Austin's and Secretary Wormuth's leadership in giving this issue my highest priority. I fully support Secretary Austin's recent direction to implement all 82 recommendations of the Independent Review Commission, spanning four distinct lines of effort: accountability, prevention, culture and climate, and victim care. If confirmed, I would work with the Secretary of the Army to ensure that the Army meets established timelines for adoption and implementation of these comprehensive reforms.

55. In your view, are the policies, programs, and training that the Army has put in place to prevent and respond to sexual harassment and sexual assault in the military force adequate and effective?

Answer: In my view, the Army's efforts to prevent and respond to sexual assault can only be deemed adequate when all instances of sexual assault and sexual harassment are eliminated from the Army. In confirmed, I will work with the Secretary of the Army to fully implement the recommendations of the Fort Hood Independent Review Commission and the DoD 90-day Independent Review Commission relating to improvements to the Army's Sexual Harassment/Assault Response and Prevention (SHARP) program. In addition, I would reinforce Army programs and initiatives designed to promote a healthy command climate, provide proper

treatment and support to victims of sexual assault, and reinforce the importance of dignity and respect for all within Army formations.

56. If confirmed, what would you do to increase focus on the prevention of sexual assaults in the force?

Answer: If confirmed, I would work with the Secretary of the Army to place emphasis on the prevention of sexual assault, sexual harassment, and associated retaliatory behaviors. I also believe prevention of these harmful behaviors is closely tied to setting a healthy command climate across Army units and organizations. If confirmed, I will support the Army's implementation of the Independent Review Commission's recommendations and the prevention initiatives currently in development by the People First Task Force. In addition, I will work with the Secretary of the Army to ensure that prevention initiatives are adequately resourced across the Army.

57. If confirmed, what actions would you take to improve the quality of investigations into allegations of sexual harassment in the force?

Answer: I understand the Department of Defense's 90-Day Independent Review Commission recently recommended a revision to the process used for investigating sexual harassment complaints. The Secretary of Defense directed that all sexual harassment cases are to be investigated by independent, trained investigators instead of appointed investigating officers. If confirmed, I will ensure that the Army is appropriately resourced for this new requirement to include the appropriate training in investigative techniques designed to address the unique nature of sexual harassment complaints.

58. What is your understanding of the adequacy of Army resources and programs to provide military victims of sexual assault and sexual harassment the medical, psychological, and legal help they need?

Answer: My understanding is that the Army has a comprehensive response system to provide medical, psychological, and legal services for victims of sexual harassment and sexual assault. If confirmed, I will ensure these services receive proper resources, as they are effective components of the Army's response systems for both sexual assault and sexual harassment. In addition, I also support increasing the Army's telehealth capabilities employed during the pandemic, as another source of behavioral health care treatment for victims of sexual assault and sexual harassment.

59. What is your assessment of the Army's protections against retaliation or reprisal, including social ostracism and reputation damage, for soldiers who report sexual assault or harassment?

Answer: Concerns regarding reprisal, social ostracism and reputational damage can have a serious chilling effect on reports of sexual assault and sexual harassment. In my view the Army must place a significant emphasis on encouraging victims of these crimes to report them and must maintain policies and processes that prohibit the threat of such reprisals. If confirmed, I will ensure Commanders have the resources needed to develop and sustain healthy command climates, facilitate unit cohesion and prevention strategies to preclude instances of retaliation

from taking place.

60. In your view, do Army policies and processes for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide leaders, supervisors, and managers with an accurate picture of the systemic prevalence of these adverse behaviors in the Army writ large?

Answer: My understanding is that the Army relies on Equal Employment Opportunity (EEO) officials to review, monitor, assess, and advise leaders on informal complaints of harassment or discrimination. EEO officials advise select leaders, supervisors, managers, and other officials of trends as part of their functions and through annual reporting. Despite these processes in place to track complaints of sexual harassment and discrimination, research shows that these types of complaints are still underreported. If confirmed, I will work with the Secretary of the Army to continue exploring ways that the Army can prevent harmful behaviors in the workplace, ensure an inclusive environment, decrease the stigma associated with reporting these types of incidents and develop an accurate picture regarding the prevalence of these adverse behaviors.

61. Do the Army's policies and processes for recording the outcomes of informal complaints of harassment or discrimination provide leaders, supervisors, and managers with a means of identifying repeat perpetrators?

Answer: It is my understanding that Army processes do currently allow for a means of identifying repeat perpetrators. EEO Officials are responsible for reviewing, monitoring, and assessing harassment and discrimination complaint activity, and informing supervisors of trends. The Army Complaints Tracking System has the capability to query specific information regarding known cases through a variety of data fields. By reviewing this data, the EEO officials can identify repeat perpetrators, as well as the disposition of any complaints against them. I also understand that the Army is establishing a separate Anti-Harassment Program for Civilians, which will also be able to identify repeat perpetrators.

62. What actions has the Army taken to establish a modern, comprehensive harassment prevention and response policy and program for the Army's civilian workforce?

Answer: My understanding is that the Army has developed a comprehensive harassment prevention and response policy for the civilian workforce that is currently under review and coordination. If confirmed, I would work with the Secretary of the Army to ensure that policies and processes are in place to prevent all forms of workplace harassment and to promote a healthy civilian workplace climate based on dignity and respect for all.

63. If confirmed, what actions would you take were you to receive or become aware of a complaint of sexual harassment, discrimination, or other harassment from or by an Army civilian employee?

Answer: If confirmed, I would work to ensure that all complaints of sexual harassment, discrimination or other forms of harassment are fully investigated and addressed consistent with applicable law and policies. All forms of harassment and discrimination jeopardize readiness and mission accomplishment, weaken trust among colleagues, and erode organizational

cohesion. Further, if confirmed, I would work with the Secretary of the Army to ensure that there are appropriate policies and programs in place to prevent, investigate and address all forms of discrimination and harassment within the Army's civilian workforce.

64. Does the Army's method for responding to complaints of harassment or discrimination in the civilian workforce provide appropriate care and services for victims?

Answer: If confirmed, I would first assess the Army's processes for responding to complaints of harassment and discrimination involving civilian employees before determining whether changes or modifications are warranted. I would also work with the Secretary of the Army to ensure the Army maintains a healthy workplace environment free from discrimination and harassment of any kind. I would further work to ensure that victims of discrimination and harassment have access to resources and programs that provide needed support.

Army Senior Executives:

If confirmed as Under Secretary of the Army, you would be responsible for supervising and directing the Civilian Senior Leader Management Office.

65. Given that competent and caring leadership is one of the most significant and relevant levers available to shape a high-performing DOD civilian workforce, if confirmed, what factors and characteristics would be most important to you in selecting a candidate for appointment to the Senior Executive Service (SES) in the Army?

Answer: I believe that senior executives play a critical role in the direction of the Army's most important programs, how resources are managed, and how effectively the Department accomplishes the Army's mission. In the future, the Army must attract a diverse senior executive work force, securing the best talent possible, based on professional expertise and leadership skills needed to tackle current and emerging challenges. When selecting individuals for the SES, it is imperative that the Army selects diverse and inclusive leaders who can effectively lead and sustain high performing teams by demonstrating concern, positive engagement and support for their personnel. If confirmed, I will work to ensure that the Army's Senior Executive Service is well-suited to lead the Department into the future.

66. If confirmed, how would you go about ensuring that SES personnel under your authority are held accountable for both organizational performance and the rigorous performance management of their subordinate employees?

Answer: The Army must hold senior executives accountable for organizational performance and outcomes. My understanding is that the Army's SES performance planning process and reviews are required to include clear linkage and metrics directly aligned to organizational goals, performance metrics, and strategic plans. If confirmed, I would ensure that rating officials and the Performance Review Board consider the degree to which an SES's performance objectives and resulting accomplishments have led to successes in meeting Army and DoD strategic goals and priorities and tie their degree of success to annual compensation outcomes. If confirmed, I would ensure that the degree to which executives are considered successful would be a reflection

of their performance results, their success in accomplishing the Army Mission and their management of their subordinates.

67. What would be your approach to recruiting, placing, developing, counseling, and managing the performance of Army SESs writ large?

Answer: If confirmed, my approach to talent management in the SES ranks would emphasize attracting, developing and retaining the very best executive talent to enable the Army to continue to be the greatest land force in the world. These efforts would include broad recruiting efforts to attract a diverse and highly qualified talent pool with subject matter expertise and demonstrated leadership acumen. I would continue efforts to develop a broad bench of technically qualified and effective leaders and promote ongoing development, training and a broad base of experience related to Army matters. Lastly, I would work with the Secretary of the Army to ensure that the ranks of SES leaders possess the skills, expertise and talent needed to help the Army meet the challenges of evolving threats, rapidly proliferating technologies and their impact on Army capabilities, an intense global competition for talent and the need for a positive organizational climate founded on dignity and respect for all.

68. What role does mobility play in the Army SES program?

Answer: In my view, mobility is a critical element in the Army's SES talent management. The willingness of the SES corps to be mobile allows the Army to leverage the skills of each executive in the places of the most need and where they can broaden their perspective in order to be more effective Senior Executives.

Domestic Violence and Child Abuse in Military Families:

69. What is your understanding of the extent of domestic violence and child abuse in the Army, and, if confirmed, what actions would you take to address these issues?

Answer: There is no place for child abuse or domestic violence in the Army, as it harms Soldiers and their families and undermines Army mission readiness. While I am not familiar with the current Army statistics associated with these cases, even one instance of domestic violence or child abuse is too many. If confirmed, I would emphasize command oversight, proper investigation and thorough review of these cases and work with the Secretary of the Army to ensure that proper resources and support services are made available to victims and their families. Lastly, I would assess the Army's programs designed to provide training to leadership teams to ensure that they have the necessary tools to identify and properly address cases of domestic violence and abuse and hold Soldiers accountable who are responsible.

70. In your view, what more can the Army do to prevent child abuse and domestic and intimate partner violence?

Answer: I share the Army's commitment to preventing and addressing all instances of domestic violence, child abuse and neglect. If confirmed, I would work with the Secretary of the Army to ensure that prevention and response programs, to include the Family Advocacy Program and the Army's coordinated community response systems are effective in addressing this threat to

Soldier and family safety and that there are adequate tools and resources available to Commanders and victims to identify these cases and provide support and care for victims.

71. In your view, does the Army Family Advocacy Program strike the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?

Answer: My understanding is that the Family Advocacy Program is focused on providing services aimed at preventing and responding to cases of domestic violence and child abuse. These programs include victim advocates and clinical support made available at Army installations. Accountability for domestic violence and child abuse involving Soldiers is addressed through the military justice system at the command level. While these efforts are administered through separate organizations and processes, they are mutually supportive and work together to prevent and respond to these destructive harms to Soldiers, civilians and families.

If confirmed, I would work with the Secretary of the Army to ensure that both of these processes work in tandem to foster a healthy command climate free from risk of harm to Soldiers and their families. I would further work to ensure that the Army has proper training and resources available to identify cases involving abuse and domestic violence and that support services are made available to victims when needed.

Juvenile Problematic Sexual Behavior:

72. What actions has the Army taken to regularize policies and programs for responding to, investigating, adjudicating, and documenting allegations of juvenile problematic sexual behavior on Army installations? In your view, are these actions sufficient to adequately address problematic sexual behavior on Army installations?

Answer: My understanding is that installation commanders are now required to investigate instances of major juvenile misconduct and refer such allegations to Family Advocacy for assessment, treatment, and victim assistance. The most serious cases may warrant referral to civilian authorities for further investigation or disposition. I am also aware that the Army recently established policy and implementation guidance on problematic sexual behavior in children and youth, which requires review by multi-disciplinary teams and assessment, care, support, and treatment for eligible beneficiaries.

If confirmed, I will conduct further assessment of the effectiveness of the Army's actions thus far and will be an advocate within the Department of the Army and the Department of Defense to ensure the Army is doing all it can to maintain the safety and security of family members and civilians on Army installations.

73. How does the Army ensure that the victims of juvenile problematic sexual behavior receive the care, treatment, support, and advocacy services they need?

Answer: My understanding is that Army installations have multi-disciplinary teams that provide care dedicated to addressing problematic sexual behavior in children and youth. These teams address safety and risk factors, recommend treatment and counseling, and develop intervention plans that include the services tailored to specific incidents, parent engagement strategies, and appropriate referrals. Additionally, Family Advocacy Program clinical staff are able to reach out to impacted Families to coordinate assessments and offer services. If confirmed, I will work to ensure Family Advocacy Programs and clinics are fully supporting victims of juvenile problematic sexual behavior and advancing the breadth and scope of prevention and treatment services.

74. In your view, does the Army have a mechanism to hold accountable, as appropriate, and provide treatment to juveniles who engage in problematic sexual behavior?

Answer: I understand that the Army has mechanisms in place to hold juveniles accountable who engage in serious misconduct, including problematic sexual behavior. I also understand that the Army requires investigation of each case of major juvenile misconduct, which may be completed by military law enforcement or civilian authorities with jurisdiction. There is also a mechanism to refer serious cases may be referred to civilian authorities for further investigation and appropriate disposition.

The Army must provide assessment, care, support, rehabilitation, and treatment to eligible beneficiaries who engage in problematic sexual behavior and provide resource and referral information to persons not eligible, but who engaged in incidents of problematic sexual behavior. If confirmed, I will work to ensure the Army has in place the necessary services to maintain the safety and security of Family members and civilians.

Extremism:

75. What is your view of the prevalence and effect of extremism in the Army?

Answer: In my view, the vast majority of Soldiers in the Army serve with honor and commitment to the highest standards of professionalism and they consistently demonstrate respect for others in their conduct. As the Chief of Staff of the Army has stated, however, instances of extremism in the military are inimical to good order and discipline and negatively impact morale and unit cohesion. Extremism has no place in our Army and such behavior is contradictory to the oath Soldiers take upon entry into service. Commanders at all levels must conduct training on extremist behaviors and possess the necessary tools to hold accountable Soldiers exhibiting these harmful behaviors.

76. In your view, what beliefs and actions should constitute “extremism”?

Answer: My understanding is that the Army regulates specific conduct and actions, not beliefs. More specifically, the Army follows a regulation, Army Regulation 600-20, that defines extremism as participation in organizations and activities that advocate intolerance, engaging in unlawful discrimination, the use of force to deprive individuals of their rights, support for terrorist objectives, use of unlawful violence or force to achieve discriminatory goals, expressing a duty to engage in violence against the United States, encouraging military or DoD civilian

personnel to engage in subversion, or seeking to engage in sedition. If confirmed, I am committed to working with the Secretary of the Army and the Chief of Staff of the Army in eradicating any extremist activity within the Army.

77. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, “A Service member’s right of expression should be preserved to the maximum extent possible?”

Answer: All Soldiers retain First Amendment rights of free exercise of religion, freedom of speech, and peaceful assembly and I believe that all Soldiers’ constitutional rights should be fully protected. As such, any Army policies regulating speech or association must be necessary to accomplish a military mission or to prevent a clear danger to the loyalty, discipline, or morale of military personnel, and must be the least restrictive means available to achieve these ends. If confirmed, I would work with the Secretary of the Army and the Army General Counsel to ensure that Army policies designed to address extremism maintain First Amendment protections as interpreted by judicial precedent while eliminating this corrosive activity from the Army.

78. If confirmed, what actions would you take to eliminate extremism within the ranks?

Answer: My understanding is that the Army has fully participated in the Secretary of Defense-directed working group on countering extremist activity established earlier this year. I also understand that this working group is developing recommendations regarding extremism training, DoD wide policies, insider threats, and screening processes across the DoD and Services. If confirmed, I look forward to the recommendations of this working group and work with the Secretary of the Army to address any applicable changes to Army policy, processes and training as appropriate.

Diversity and Inclusion:

In general, data shows that Army racial demographics align with those of the broader U.S. population, with the notable exception of Army General Officers.

79. In your view, what factors underpin the lack of representation of racial minorities at general officer grades?

Answer:

My understanding is that a 2019 study conducted by the Army studied the root causes of the lack of diversity among the General Officer ranks. This assessment found that 60% of all General Officers had a background in five branches – Infantry, Armor, Aviation, Engineer, and Special Forces. The Army also found that these five branches have the lowest racial, ethnic, and gender diversity of all Army branches. This assessment underscores the need, in my view, to focus on recruiting and retaining diverse talent in the Army’s combat arms branches. The American people support an Army, including the senior leadership ranks, that is representative of all Americans.

80. If confirmed, what actions would you take to ensure that the Army, at all levels, especially within the senior officer ranks, reflects the broad diversity of those eligible to serve?

Answer: If confirmed, I would place emphasis on the initiatives included in the Army People Strategy, which includes the five-year strategic plan mandated by Congress in the FY20 National Defense Authorization Act. Specifically, the Annex seeks to address diversity in the senior officer ranks. These efforts include programs designed to expand diverse talent in the Officer ranks. My understanding is that the Army is further pursuing talent initiatives such as Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams to recruit and retain a broader range of talent to the Army. If confirmed, I would support these and other efforts to promote more diversity in our senior ranks.

81. What is your assessment of diversity in the Department of the Army's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?

Answer: My understanding is that the Army's Annual Federal EEO Progress Report revealed that the Army has challenges in attracting and hiring from diverse populations at senior grades and SES levels. The Army's current efforts focus on accurately identifying and eliminating barriers to access, opportunity, and career development. If confirmed, I will continue the Army's focus on assessing, recruiting and hiring efforts to promote greater diversity in the civilian workforce.

82. If confirmed, how would you increase geographical diversity in the Army from areas of the country and communities that are currently underrepresented?

Answer: If confirmed, I will seek to fully understand the Army's current efforts to drive geographical diversity across the force. I will work in support of those efforts and ensure the Army strives for a diversified pool of recruits, enlisted members and officers, who are representative of the Nation. I understand the Army is conducting recruiting and outreach activities focused on educating the entirety of the population about opportunities available in the Army.

I also understand that the Army has added 25 Priority Population Centers to the original 22 cities under the Urban Access Initiative to broaden and increase the geographical diversity of applicants. These 47 cities account for 47% of the population, and represent a positive step in the Army's ongoing efforts to cast a wide net for talent. If confirmed, I would continue to support these efforts and work with Army leaders to continue to explore innovative ways to increase geographic diversity in recruiting among our qualified youth.

83. What is your assessment of the diversity of cadets at the United States Military Academy, and how might it be increased?

Answer: The United States Military Academy (USMA) has a rigorous and comprehensive application and nomination process that allows the Army to attract a diverse and talented group of Cadets. The congressional nomination process supports the identification of high-caliber, diverse talent that geographically represents the nation. If confirmed, I look forward to

harnessing the collective efforts of West Point, the Congress, and Army leaders to continue building a diverse Corps of Cadets that the Army and nation require.

Services provided to service members and their families:

84. If confirmed, how would you support increased employment opportunities for military spouses and other family members?

Answer: Military families are required to make significant sacrifices in service to our national security, enduring the impacts associated with rotational assignments and geographic relocation. In my view, the Army must be a strong advocate for military spouses and family members seeking employment opportunities as a result of geographic relocation. If confirmed, I will work to continue building strong relationships with Congress, the Office of the Secretary of Defense, the National Governor's Association, state and local governments and non-government organizations that facilitate and enable spouse employment opportunities. Specifically, I would work with the Secretary of the Army to engage state policy makers to improve professional license portability. I support Army efforts to expand the alliance and partnership with private sector companies and local or state government agencies that provide hiring preferences to military spouses and family members. If confirmed, I would also conduct a review of Army's civilian employment policies and expand on any gaps to increase employment opportunities for both military spouses and other family members.

85. What specifically would you do to provide Army families with accessible, high-quality childcare, at an appropriate cost?

Answer: Access to qualified and trusted childcare is critical to Army readiness. If confirmed, I would work with the Secretary of the Army to assess current plans to provide such access to Soldiers. My understanding is that Army ongoing efforts call for construction of new childcare facilities to address identified long wait times, increasing access to community childcare among Army families in locations with long wait times or where they are geographically dispersed, investment in the Family Child Care program and investing resources to recruit and retain a childcare workforce of the highest quality.

86. What steps would you take to ensure safe and healthy living conditions for soldiers and their families in privatized housing?

Answer: Access to quality housing is key to quality of life and ensuring Army readiness. If confirmed, I will prioritize Army oversight of privatized housing – at all levels – to ensure that Army families are receiving safe, quality housing and will hold commanders and privatized housing partners accountable to fulfill that promise.

87. What specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldier and their families deserve?

Answer: If confirmed, I will work to hold commanders, leaders and privatized housing partners accountable for ensuring that Soldiers and Families have high quality housing. I will ensure implementation of the Military Housing Privatization Reform contained in the National Defense

Authorization Act and that the Army-owned housing inventory is adequately funded in future budgets, and by working with the Office of the Secretary of Defense to ensure Basic Allowances for Housing are adequate to provide quality housing to those choosing to live off-post. If confirmed, housing will be one of my highest priorities.

88. What specifically would you do to establish accountability in Military Housing Privatization Initiative (MHPI) “contractors,” particularly given that, in most cases, they have public-private partnership agreements with the Army that extend for as long as 50 years?

Answer: If confirmed, I will ensure the Army chain of command remains engaged in assessing performance metrics associated with service delivery and property conditions at privatized housing facilities. This will require the enforcement of standards of performance in existing agreements with MHPI companies, periodically reassessing MHPI companies’ baseline operating and ground lease agreements and when necessary, entering into negotiations with the privatized housing company owners to modify Army agreements in order to foster enhanced accountability and facilitate improving the privatized housing and housing related services provided to Army Soldiers and Families. I would also work with the Secretary of the Army to underscore the Army’s existing requirement that all privatized housing incentive fee metrics be consistently applied in a manner that rewards privatized housing companies only when they have delivered high quality services to Soldiers and families.

Training/Readiness:

89. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and Combatant Commanders’ associated operational plans?

Answer: I believe that the current readiness of the Army across the domains of material and equipment, personnel, and training to execute the 2018 National Defense Strategy and support Combatant Commander’s operational plans continues to be challenged. The Army has embarked on a comprehensive modernization program designed to develop new warfighting capabilities in response to threats and challenges identified in the National Defense Strategy. If confirmed, I will closely monitor and prioritize resourcing decisions to ensure an appropriate balance between near term readiness and modernization investments, ensuring future capabilities.

90. In your view, what are the priority missions for which current and future Army forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?

Answer: In my view, the Army’s priority missions include preparing for large-scale combat operations against near-peer adversaries, homeland defense, and ongoing competition with state and non-state actors below the threshold of armed conflict. The Army also provides essential capabilities for crisis responses, such as hurricane, wildfire, mass migration, and earthquake responses.

The Army stands shoulder to shoulder with its allies and partners in several key locations and theaters, which keeps our citizens and interests safe. This list is long, and global demand for

Army forces remains high. Ultimately, the Army's success will be judged by its ability to fight effectively across all domains while remaining integrated with the Joint Force.

91. What is your assessment of the risk the Army has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

Answer: I have not had the opportunity to assess the specific areas of risk in Army readiness relative to existing operational plans. If confirmed, I will support the Secretary of the Army in her efforts to ensure that the Army adheres to the directives of the SecDef's Global Posture Review as it applies to priority theaters and the Army continues to assure its allies and partners of enduring relationships. My understanding is that the Army will implement a Regionally Aligned Readiness and Modernization Model (ReARMM) to optimize force projection to meet global wartime demand. If confirmed, I would work with the Secretary of the Army to carefully balance resources to promote readiness to meet Combatant Commander operational requirements while prioritizing investments in our people and modernization programs.

92. If confirmed, how would you oversee compliance by the Army with readiness goals and timelines?

Answer: My understanding is that the Army is implementing a Regionally Aligned Readiness and Modernization Model (ReARMM) to meet readiness goals and timelines with predictable modernization, training, and mission phases for all Army units. If confirmed, I would work with the Secretary of the Army to assess the implementation of the ReARMM effort and any effects on readiness requirements tied to Operational Plans or the Joint Staff's global force management process.

93. If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Army to ensure future readiness?

Answer: If confirmed, I will support the Army vision of a multi-domain operational force to ensure that the Army can deploy, fight, and win in large scale combat operations in the future. I understand the Regionally Aligned Readiness and Modernization Model (ReARMM) is focused on maintaining readiness requirements to meet Secretary of Defense assigned missions. In the model, each unit will have a dedicated modernization window to focus on new equipment. Establishing these windows allows the Army to synchronize resourcing with modernization.

Munitions:

The FY 2022 budget request substantially cuts funding for munitions of all types—missiles, tank, artillery, mortars, medium-caliber, and small-arms.

94. What is your assessment of the risk these cuts pose to readiness and the munitions industrial base?

Answer: The Army relies on a healthy munitions industrial base to provide production quantities and surge capacity in the event of military conflict. If confirmed, I would work with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and the Army staff to

identify and understand any projected readiness impacts or industrial base risks associated with reduced FY22 munitions funding. My understanding is that readiness risks can be mitigated in several ways. For example, the Army can continue to implement stockpile reliability programs and shelf-life extension programs which will help ensure current stocks meet the appropriate standards. If confirmed, I will ensure that the Army also works closely with the industrial base to assess any impacts and identify mitigations as appropriate.

95. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet combatant commanders' needs?

Answer: If confirmed, I would work with Army leaders to ensure that the Army supports combatant commander requirements. I would work with the Secretary of the Army to balance resources to address needs to modernize our munitions stock and improve overall inventory levels as necessary ensure the Army will meet combatant commanders' requirements. In addition, I would work with the Assistant Secretary of the Army (Acquisition, Logistics and Technology) to collaborate with our industry partners to address production and procurement of requirements of critical munitions as appropriate.

96. Is the ammunition industrial base, including the Army's organic ammunition plants, capable of supporting current and future munitions requirements, in your view?

Answer: I have not yet had the opportunity to assess the current production capacity of the Army's organic ammunition plants or their capability to meet current and future munitions requirements. My understanding is that the Army has identified a need to modernize and invest in the organic industrial base to ensure these critical facilities can manufacture future artillery and advanced propellants. If confirmed, I would work with the Secretary of the Army and Army leaders to ensure that the Army has sufficient capacity—both commercial and organic—to meet future and surge munitions requirements once planned modernization and new production capabilities are completed.

97. If confirmed, what actions would you take to reduce single points of failure and foreign material supplier dependencies in the ammunition industrial base?

Answer: I believe managing the risk within the supply chains, including foreign sources and single points of failure, is key to ensuring that the Army delivers our joint force the munitions they require. If confirmed, I would ensure that the Army can assess supply chain risks, identify and execute actions that mitigate the threats within relevant supply chains. I will also ensure we work with OSD(A&S), the other Services, Congress, and other stakeholders inside the Army to build resiliency within our ammunition industrial base.

Operational Energy:

98. If confirmed, how would you lead the Army in harnessing innovations in operational energy and linking them with emerging joint operational concepts in order to reduce contested logistics vulnerabilities for warfighters?

Answer: The ability to generate, distribute, and store power is a key enabler of combat

capability and will be increasingly relevant in future missions and conflicts within a contested security environment. If confirmed, I would assess the Army's investments in operational energy and associated operational concepts to ensure that the Army is prepared to support future mission requirements as part of the Joint force.

99. In what specific areas, if any, do you believe the Army needs to improve the incorporation of energy considerations and alternative energy resources into the strategic planning processes?

Answer: In my view, the Army must plan for energy (including fuel and electricity) security and address potential vulnerabilities both at installations and while conducting operations. If confirmed, I would ensure that the Army continues to focus on readiness and the ability to project power by strengthening the energy resilience of our installations and encouraging Soldiers and leaders to incorporate energy security at all levels of planning.

100. How can Army acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters? In your view, how can energy supportability that reduces contested logistics vulnerabilities become a key performance parameter in the requirements process?

Answer: The Army is committed to designing, developing, and delivering cutting edge technologies to provide the greatest warfighting capabilities across the joint force. Operational energy is a critical requirement that reduces logistical burdens. If confirmed, I would work to ensure the Army continues to seek improvements in energy efficiency to reduce operational costs and the overall logistics tail. With respect to enduring weapon systems, the Army can improve energy use in current systems and platforms by leveraging the work of innovative companies through research, prototyping, and demonstrations of energy-saving technology—to include hybrid-electric and electric motors for vehicles that reduce energy demand. In the development of new weapon systems and platforms, my understanding is that the Army can benefit from more energy-efficient designs early in the acquisition process to avoid costly retrofits of energy-efficient components after fielding. If confirmed, I would work with Army leaders to assess how these considerations can be incorporated into system requirements to advance these objectives.

101. If confirmed, how would you prioritize energy resilience, including acquiring and deploying sustainable and renewable energy assets, to support mission critical functions, and address known vulnerabilities?

Answer: Energy resilience is key to Army mission effectiveness. Today's multi-domain operating environment means that the Army's installations are strategic assets for generating readiness. It is my understanding that the Army's approach to installation energy resilience is a comprehensive strategy that includes energy efficiency, onsite generation, and storage. If confirmed, I will continue to prioritize installation energy resilience efforts that support critical missions.

102. Given that the Army has been charged to provide Contested Logistics for the Joint Force, how do you believe operational energy can and should be used to support this effort?

Answer: Operational energy capabilities are an important resource and advantage that will help increase energy efficiency for the joint force operating withing a contested environment. If confirmed, I will work to better understand the Army's current strategy for joint contested logistics and look for ways to utilize such capabilities to reduce logistical burdens and vulnerabilities.

Environment:

103. If confirmed, how would you ensure that the Army complies with environmental protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer: Compliance with environmental laws and regulations is of critical importance. If confirmed, I will ensure that Army leaders and the force have the necessary and appropriate environmental policies and programs in place through Army regulation, guidance, and training opportunities.

104. What are your ideas for improving collaboration with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness while protecting the environment on and around Army installations?

Answer: In my view, the Army must work collaboratively with the Department of the Interior and the U.S. Fish and Wildlife Service to address impacts to endangered species associated with Army installations and functions. If confirmed, I would work with the Secretary of the Army to continue coordination with these agencies to support and extend ongoing programs that focus on recovery and species protection initiatives and compatible use buffers to ensure readiness and environmental protection.

105. If confirmed, how would you further efforts to address PFAS contamination at Army installations?

Answer: If confirmed, ensuring the health and safety of our Soldiers, their families, Army civilians, and the communities surrounding our installations will be my top priority. I would work with the Secretary of the Army to ensure the Army continues to prioritize and address cleanup sites where risk to human health is the highest.

106. If confirmed, what would be your approach to addressing the health concerns of service members and their families regarding alleged exposures to potentially harmful contaminants on U.S. military installations and in the context of performing military duties?

Answer: If confirmed, I will support efforts to inform Soldiers and their families of potential direct and indirect harmful exposures and ensure that they have access to DoD and Army initiatives that address these concerns. I will also encourage Soldiers that express concerns of potential exposure to seek assistance from their health care provider. If confirmed, the safety and well being of Soldiers and their families will be my highest priority.

Readiness and Resource Impacts from Extreme Weather:

107. How would you assess the readiness and resource impacts on the Army from recent extreme weather events?

Answer: If confirmed, I will support the Army's use of science and resource informed data to assess readiness and resource impacts from extreme weather and climate change. Use of these assessments will be critical to anticipate changing conditions and better position the Army to maintain readiness and minimize risks.

108. Based on these readiness and resource impacts, do you believe it necessary to use more resilient designs in Army infrastructure? How can the Army better use existing authorities on extreme weather mitigation granted by Congress in the last few National Defense Authorization Acts?

Answer: I believe that the Army should continually update building codes and resilient infrastructure designs to keep pace with the latest climate science and technology advancements. Additionally, the NDAA requires incorporating climate considerations into building codes and mandates resilience planning. If confirmed, I will ensure the Army continues to meet these requirements and explores ways to leverage these authorities to increase installation resilience.

Audit Readiness:

109. If confirmed, what specific actions will you take or direct to enable the Army to achieve a clean financial audit in the most expedited fashion?

Answer: If confirmed, I will serve as one of the Army Senior Leaders responsible for obtaining an unmodified (or "clean") audit opinion. I would work with Army leaders to maintain consistent emphasis on meeting audit requirements by addressing findings in the audit process and working to achieve audit milestones and objectives. I would focus my efforts on downgrading and/or eliminating Army material weaknesses by allocating resources to address Notices of Findings and Recommendations. It is my understanding that the Army is prioritizing high-impact outcomes and has developed project plans to address the Army's significant areas of risk. With respect to Army's workforce, I would prioritize the upskilling and retooling (as necessary) of the workforce to build efficiencies in all operational and financial processes. As it pertains to the Army IT environment, I would work with Army leaders to streamline manual and overly burdensome processes where possible. Lastly, I would also continue to take actions to embed required controls in Army's current systems as new systems are developed.

110. What are the benefits to Army missions and effectiveness of achieving and maintaining a clean audit?

Answer: Full compliance with Army regulations, policies, and procedures is critical to effective stewardship of every dollar that the Congress appropriates. The benefits of achieving and maintaining a clean audit include optimized warfighter readiness, improved resource forecasting, access to data for decision making, improved visibility of Army assets, and enhanced Congressional and taxpayer confidence. It is my understanding that the Army is gaining financial

benefits as a result of remediated auditor findings and also improving and modernizing its operational processes.

111. How will you hold Army leaders and organizations responsible and accountable for making the necessary investments and changes to correct findings and material weaknesses identified in the audit process?

Answer: It is my understanding that Army is currently using the military execute order process, which is a written directive to provide the specific tasks and milestones to meet Army's audit opinion goal. Success across the force depends on leaders who routinely review the progress of their commands as they implement actions to remediate audit findings. If confirmed, I will continue to promote accountability in Army's culture. In monthly audit governance meetings with Army Leaders, I would expect to receive briefings on audit results and will measure leaders' performance based on their ability to meet or exceed key operational metrics. I will hold Army commands accountable to implement the processes and procedures that will lead to improved operations and drive audit success.

Army-related Defense Industrial Base:

112. What is your assessment of the systems and processes for identifying, evaluating, and managing risk in the Army's organic, commercial, and defense industrial base, including the munitions industrial base?

Answer: My understanding is that the Army and Department of Defense have employed various tools, models, reporting systems and assessments to ascertain the health of the Defense Industrial Base and the Army's Organic Industrial Base. While I have not yet had the opportunity to assess the Army's current systems and processes for identifying and addressing industrial base risks, I am familiar with the importance of these approaches to identify and address critical and fragile components of our nation's private and public R&D, development and production capacity. If confirmed, I would work with Army and Department of Defense leaders to understand the areas of risk in the broader industrial base and assess current and planned mitigation strategies.

113. How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions, and life cycle costs of such systems?

Answer: In my view, Army leaders must preserve a vigorous industrial base that can meet current and future Army requirements while promoting competition. This requires the Army to balance private manufacturing requirements with organic industrial base requirements, while optimizing affordability and capacity. The Army relies on the Defense Industrial Base and the Army's depots of the organic industrial base to conduct effective and economical recapitalizing and modernizing major defense systems. Continued access to the skills and capabilities of the broader industrial base must be a significant factor in the development of weapon system requirements and associated acquisition strategies.

114. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of

technically superior, reliable, and affordable weapons systems and munitions?

Answer: If confirmed, I would evaluate the Army's processes used to assess and manage supply chain risk in the Army Industrial Base and work with leaders in the Army, the Department of Defense and industry to ensure a resilient supply chain. My understanding is that the Army maintains close coordination with the Office of the Under Secretary of Defense for Acquisition and Sustainment, the other military services, and other federal agencies in support of this objective.

115. If confirmed, what policy tools or programs would you develop or use to allow the Army to intervene appropriately to support the vitality of its_organic, commercial, and defense industrial base?

Answer: If confirmed, I would work with the Secretary of the Army to employ existing DoD and Army programs to address Industrial Base concerns. Authorities, such as the Defense Production Act (DPA) and the Industrial Base Analysis and Sustainment (IBAS) program, can help address industrial base issues and support the National Security Innovation Base on which the Army relies. To help reduce acquisition costs, and reduce manufacturing and repair cycle times, I believe the Army needs to fully utilize DoD and Army programs, such as Manufacturing Technology (ManTech) Program.

An often-cited metric for justifying production level decisions is the Minimum Sustaining Rate (MSR).

116. In your view, is the MSR the appropriate metric for justifying production? Please explain your answer.

Answer: In my view, MSR is one estimate of production requirements essential to sustain manufacturing skills and expertise and preserve production capacity among suppliers at all levels. In the absence of more specific data regarding production capacity, supply chain vulnerabilities and workforce retention, MSR is a useful metric for evaluating weapon system production minimum requirements. In these instances, MSR does help ensure the Army's production base is resourced appropriately to manufacture required items in a given amount of time with a minimum of wasted resources (such as manpower and production line infrastructure costs).

117. What is your understanding of the process for determining MSRs, and how and by whom they are validated?

Answer: My understanding is that the MSR for a particular procurement is calculated by determining the minimum product throughput required to keep a production line open. This considers cost tolerance, or what the U.S. Government can spend to produce a particular item in a specified amount of time. MSR calculations also take into consideration contractual pricing structure to determine manufacturing quantity cost breakpoints. These breakpoints take into consideration the estimated buys by the Department of Defense and our allies through Foreign Military Sales.

118. If confirmed, would you modify this process in any way?

Answer: If confirmed, I would assess the process for determining MSRs used by the Army and the Defense Industrial Base and will assist the Secretary of the Army in determining whether modifications are warranted.

Equipping/Modernization:

119. What is your assessment of the Army's ongoing modernization efforts?

Answer: The Army has made significant progress in recent years in establishing clear modernization priorities and undertaking an ambitious set of programs designed to field needed capabilities that will enable the Army to meet operational requirements in multi-domain operations as part of the Joint Force. Moreover, my understanding is that the Army is fully leveraging the rapid and flexible authorities provided by Congress to streamline acquisition processes, and is incorporating prototyping, experimentation, and Soldier feedback early in the requirements and development process to ensure technically sound and feasible requirements before committing resources in a formal program of record. If confirmed, I commit to working with Army stakeholders to ensure continued emphasis on these Army's modernization objectives.

120. If confirmed, what role would you play with respect to Army modernization efforts? Are there specific aspects of Army modernization efforts that you believe would require your focus? Please explain your answer.

Answer: If confirmed, I would fulfill any duties and responsibilities related to Army modernization assigned to me by the Secretary of the Army. Having previously served as Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics and Technology) for nearly six years, I have extensive experience with many of the programs, issues and stakeholders involved in Army modernization. If confirmed as Under Secretary, I would serve as a strong advocate for Army modernization requirements and programs.

121. Do you believe the Army's modernization priorities should be modified? If so, and if confirmed, how would you propose to modify them?

Answer: I understand that the Army's modernization priorities – long range precision fires, next generation combat vehicles, future vertical lift, the network, air and missile defense, and Soldier lethality – are grounded in detailed assessments that integrate future operational environments, operating concepts, and technologies. If confirmed, I will assist the Secretary of the Army in evaluating the Army's operating concepts and assessing threats to validate current and future priorities. If confirmed, I would seek to ensure that Army modernization priorities support the National Defense Strategy and the priorities established by the President and the Secretary of Defense.

122. How have the Army's modernization priorities been adjusted to reflect the NDS's identification of China as the principal strategic competitor?

Answer: My understanding is that the 2018 National Defense Strategy calls for the Army to prioritize long-term strategic competition with China and Russia while deterring regional

adversaries and sustaining irregular warfare competency. The Army's six Army modernization priorities address the need to counter military capabilities by China and Russia and are critical to deterring regional adversaries. Delivering capabilities in these areas will ensure the Army maintains is capable of deterring and defeating threats identified in the NDS.

123. In your view, should the Army sustain the capacity to conduct large-scale ground combat operations against major potential adversaries such as Russia, notwithstanding the significant focus and weighting of resources toward competing with China? How can the Army afford to modernize and sustain all of these capabilities, in your view?

Answer: It is necessary for the Army to field warfighting capabilities that effectively deter China and Russia as major-power competitors, and enable the Army to ultimately win any conflict that may arise. The Army's ability to conduct large-scale ground combat operations assures our allies and partners and provides Joint Force Commanders and national policymakers credible deterrence options in a crisis. If confirmed, I would work with the Secretary of the Army and Army leaders to appropriately balance investment in these modernized capabilities with competing needs to ensure that the Army is well-postured to meet our nation's security needs in an increasingly contested and complex security environment.

The FY 2022 budget request substantially cuts funding for enduring combat platforms within it Armored Brigade Combat Teams (ABCTs).

124. What is your assessment of the risk these cuts pose to the readiness of ABCTs and the defense industrial base?

Answer: According to public testimony by Army officials, I am aware the Army did accept some degree of risk in reducing funding for some Armored Brigade Combat Team (ABCT) programs in FY22. My understanding is that this choice was cast as part of an effort to protect funding for higher priority next-generation modernization programs. It is also my understanding that the Army Chief of Staff's Unfunded Requirements List included funding for several ABCT programs. However, I have not had the opportunity to assess the effects of any reductions in funding in these programs on Army readiness or the associated industrial base. If confirmed, I would work with the Secretary of the Army to review the Army's plans in this area to ensure that impacts are identified, addressed and balanced appropriately given available funding.

125. If confirmed, what steps would you take to sustain capabilities that are essential to the nation's ability to conduct land-combat operations?

Answer: If confirmed, I would work with the Secretary of the Army to assess current training and readiness processes to ensure that the Army is prepared to conduct ground combat operations as required by Operational Plans. Moreover, I would work to continue modernizing Army capabilities that support and sustain an advantage over great power adversaries. In combination with the capabilities of our Allies and partners, Army capability to conduct these operations will deter potential aggression, and if, necessary, enables the defeat of an adversaries.

126. How is the Army mitigating risk to enduring programs as it prioritizes

modernization efforts?

Answer: My understanding is that the Army has taken steps to allocate resources in support of priority modernization programs and critical enablers. This presents risks to the modernization and improvement of enduring programs, by slowing the rate of procurement of certain capabilities funding certain programs at their minimum sustainment rate. If confirmed, I would work with the Secretary of the Army and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) to identify impacts and risks associated with these investments and to develop future resourcing strategies that meet the Army's needs consistent with the National Defense Strategy.

127. As compared to previous Army efforts to prioritize modernization, how has Army Futures Command (AFC) contributed to improving Army modernization programs? In your view, how has the establishment of AFC affected the Army Secretariat's roles in Army modernization efforts?

Answer: In my view, the establishment of Army Futures Command (AFC) has placed renewed emphasis on the development of user requirements for highly modernized warfighting capabilities across a range of missions. Army modernization has always been a team sport, and AFC plays an important role in validating requirements, executing the Army's Science And Technology (S&T) enterprise and developing the Cross-Functional Teams (CFTs) that define requirements for the Army's next generation capabilities. If confirmed, I would work with the Secretary of the Army to assess the roles performed by AFC, the Assistant Secretary of the Army (Acquisition, Logistics and Technology) and other organizations involved in Army modernization to ensure that the Army remains consistent with all applicable statutory authorities enacted by Congress. In my view, the Assistant Secretary of the Army for Acquisition, Logistics, and Technology retains responsibility for the overall supervision of acquisition, logistics, and technology matters for the Army.

128. What key capabilities must the Army possess for multi-domain operations?

Answer: My understanding is that the operational concepts under multi-domain operations (MDO) call for modernized capabilities reflected in the Army's priority "31+4" programs, which are designed to address identified and modeled threats and gaps. Many of the Army's major platforms were designed and developed during the Cold War and would not be as effective against threats and competitors contemplated in the Army's operating concept. These capabilities must be upgraded and modernized to keep pace with threats and evolving technology. The Army must also have modernized intelligence collection and analytic capabilities to identify and locate near-peer threats to support commanders' decision making in both competition and conflict.

129. Do you see utility in the Army conducting more joint program development? In what systems or categories of systems do you see the most potential and benefit in joint development?

Answer: If confirmed, I would support joint development programs where they decrease cost and promote joint interoperability across the Department of Defense.

Acquisition:

130. If confirmed, how would you synchronize your acquisition and program oversight responsibilities with those of the Chief of Staff of the Army?

Answer: If confirmed, I will support the Secretary of the Army and the Chief of Staff of the Army in the execution of their acquisition-related responsibilities, and I would bring valuable expertise and experience to this portfolio having previously served as the Principal Deputy Assistant Secretary of the Army (Acquisition, Logistics, and Technology). If confirmed, I will work closely with Army leaders to assist the Secretary and the Chief in ensuring resources are appropriately balanced against priorities, requirements are well-informed and technically feasible, and that trade-offs are made among cost, schedule, and performance before milestone or production decisions in order to avoid unnecessary cost growth or program risks.

131. In your view, who should be held accountable for large-scale acquisition failures?

Answer: The Service Secretaries and Service Chiefs are ultimately responsible for large scale acquisition failures. A number of factors can contribute to the success of acquisition programs, including stable and feasible system requirements, technological maturity, affordability constraints, and shifting priorities regarding areas modernization investment. If confirmed, I will support the Secretary and the Chief to address these risk factors and to provide oversight and ensure accountability for program objectives in terms of cost, schedule and system performance.

132. Do you perceive benefit to the Army in establishing major acquisition programs under Section 804 authority? What are the risks? Please explain your answer.

Answer: It is my understanding there are considerable benefits to using the Middle Tier Acquisition pathway, where appropriate. The pathway fills a gap in the Defense Acquisition System for capabilities which have reached a certain level of maturity and this authority allows for rapid prototyping or fielding of a system. This encourages close cooperation between the acquisition and requirements communities, creates an opportunity for extensive Soldier feedback to inform requirements, and can lead to more mature and stable system designs. Most importantly, this can result in delivering needed capabilities to Soldiers more quickly.

There are, however, risks associated with this authority, particularly when prototype efforts transition to production programs. The Army must work to ensure capabilities are producible, safe, and effective. Systems that lack an appropriate level of maturity and require significant follow-on development may not be well-suited for this acquisition pathway. If confirmed, I will work with the Secretary of the Army to ensure appropriate oversight of the use of this pathway and support the identification and mitigation of the risks outlined above.

133. What best practices can the Army employ to generate realistic and feasible requirements, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Answer: In my view, the Army can employ several approaches designed to achieve technically feasible and realistic requirements for next-generation capabilities. First, effective market research and engagement with industry regarding system performance objectives and capability needs is essential throughout the requirements development process. Additionally, incorporation of Soldier input and feedback in early prototyping and system development processes is crucial for refining requirements and ensuring user acceptance of new capabilities. Lastly, establishing realistic development timelines for modernization programs is essential when the development of novel technologies or the integration of new subsystem technologies is required.

134. Over the past decades, several major Army programs have ended in failure—commonly attributed to unrealistic, unproven, and conceptually-flawed requirements. If confirmed, specifically what steps would you take in your role as Under Secretary of the Army to ensure that Army requirements are fully underpinned by appropriate, robust analysis?

Answer: If confirmed, I would first work with Army leaders and Army Futures Command to assess the processes through which requirements are validated and supported by robust analysis. If gaps exist in this area, I would work with the Secretary of the Army to amend or modify processes or augment analytic capabilities in the Army as needed to ensure that Army modernization programs are founded on realistic and achievable system requirements.

Test and Evaluation:

135. Under what circumstances, if any, do you believe it appropriate to procure weapons systems and equipment that have not been demonstrated through test and evaluation to be operationally effective, suitable, and survivable?

Answer: In my view, Soldier safety is the highest priority in fielding new warfighting capabilities. Test and evaluation is a critical aspect of the weapons systems development process as it identifies risks and shortfalls in system performance and allows for mitigation and correction prior to its use in combat. If confirmed, I would work with the Secretary of the Army to ensure that any fielded capabilities undergo required testing and evaluation that identifies the system's suitability, survivability and effectiveness.

136. What do you see as the role of the developmental and operational test and evaluation communities with respect to rapid acquisition, spiral acquisition, and other evolutionary acquisition processes?

Answer: Developmental and operational testing facilitates delivery of an operationally suitable, survivable, and effective capability to Soldiers and ensures the safety of Soldiers using the system. Regardless of which rapid acquisition or other acquisition process employed, the Army should ensure that proper testing is conducted prior to fielding of a new weapon system. My understanding is that the test and evaluation community are critical partners in the modernization process and should be engaged early and throughout the development process to ensure that programs succeed in delivering Soldier capabilities.

137. Are you satisfied with Army test and evaluation capabilities? In which areas, if any, do you believe the Army should be developing new test and evaluation

capabilities?

Answer: I have not had the opportunity to assess the current state of Army test and evaluation capabilities. Based on my prior Army service, I understand that these capabilities are vital to the successful development and fielding of new warfighting capabilities. If confirmed, I would work with the Secretary of the Army to assess the state of current test facilities and capabilities to identify any areas in need of development.

138. Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements? How should these systems be checked for operational effectiveness and suitability? Would this put capabilities into the hands of soldier more quickly, in your view?

Answer: Where appropriate, the Army should certainly leverage commercial innovation and incorporate non-developmental solutions in fielding needed warfighting capabilities. Given the rapid pace of evolving technology, leveraging commercial innovation supports the Army's objective to place the best available capabilities in Soldier's hands. At the same time, Soldier safety is a paramount concern and all fielded capabilities should be assessed to ensure they are safe and effective in meeting Army requirements. If confirmed, I would work with the Secretary of the Army to strike an appropriate balance between the need for testing and the potential for rapid fielding presented by non-developmental or commercial off-the-shelf solutions.

Congressional Oversight:

In order to exercise legislative and oversight responsibilities, it is important that this committee, its subcommittees, and other appropriate committees of Congress receive timely testimony, briefings, reports, records—including documents and electronic communications, and other information from the executive branch.

139. Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer with a simple yes or no.

Answer: Yes.

140. Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no.

Answer: Yes.

141. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer with a

simple yes or no.

Answer: Yes.

Answer: Yes.

142. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no.

Answer: Yes.

143. Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no.

Answer: Yes.

144. Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no.

Answer: Yes.

145. Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer with a simple yes or no.

Answer: Yes.