

Advance Policy Questions for Debra S. Wada
Nominee for Assistant Secretary of the Army for Manpower and Reserve Affairs

Defense Reforms

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

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

The Goldwater-Nichols Act changed Department of Defense and Army operations in a positive manner. The Goldwater-Nichols Act's framework has promoted the effective execution of responsibilities and improved inter-service and joint relationships. I do not see the need for modifications at present, but if confirmed will be able to better assess whether any changes are required in today's environment.

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

I do not believe modifications are needed at this time.

Duties

Section 3016 of title 10, United States Code, provides that the Assistant Secretary of the Army for Manpower and Reserve Affairs shall have "as his principal duty the overall supervision of manpower and reserve component affairs of the Department of the Army."

3. If confirmed, what duties do you expect that the Secretary of the Army will prescribe for you?

By statute, the Assistant Secretary of the Army for Manpower and Reserve Affairs' principal duty is the overall supervision of manpower and reserve component affairs. If confirmed, I expect the Secretary will ask me to perform the duties assigned to the Assistant Secretary of the Army for Manpower and Reserve Affairs set forth in Headquarters, Department of the Army, General Orders 2012-01, which include setting the strategic direction for and ensuring Army policies plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness, Reserve Affairs and Army protection are executed consistent with law, regulation, and policy.

4. What actions will you take to enhance your ability to perform the duties of the Assistant Secretary of the Army for Manpower and Reserve Affairs?

Although my present position has well prepared me to perform these duties, should I be confirmed, I will work to further my knowledge of the Army, its organization, its people, and the necessary resources to perform its mission and meet future challenges. To accomplish this, I will work with the dedicated military and civilian staff, as well as staff throughout the Department, to thoroughly understand the issues the Army currently faces and to best position it for future sustainment and transformation.

5. In carrying out these duties, what would be your relationship with the following officials:

(a) The Secretary of the Army

If confirmed, I will provide timely and accurate advice to the Secretary in the areas of manpower and reserve affairs. My relationship would be close, direct, and supportive. I would effectively communicate the advice and views of the Secretariat and Army Staff to him. I would ensure I understood his vision for the Army and would oversee the implementation of this vision throughout the Army. I understand I would be subject to his authority, direction, and control.

(b) The Under Secretary of the Army

If I am confirmed, my relationship with the Under Secretary of the Army would be close, direct, and supportive. I would communicate the advice and views of the Secretariat and Army Staff to the Under Secretary and oversee the implementation of his decisions falling within my area of responsibility. Because the Under Secretary is the Chief Management Officer of the Department of the Army, I would particularly work closely with the Under Secretary of the Army with respect to his duties in the areas of human capital management and other “business operations” under my purview.

(c) The other Assistant Secretaries of the Army

The Assistant Secretaries of the Army set strategic direction for and have principal responsibility for overall supervision of functions within their purview. They lead the development of Army strategic guidance and plans and recommend priorities for programming decisions and budget execution to the Secretary of the Army. If confirmed, I will establish and maintain a close and professional relationship with each of them and work cooperatively in addressing any matter falling under their areas of responsibility.

(d) The General Counsel of the Army

The General Counsel is the chief legal and ethics officer of the Department of the Army. The General Counsel's duties include providing both legal and policy advice to officials of the Department of the Army, to include determining the position of the Army on any legal question or procedure. If confirmed, I will establish and maintain a close and professional relationship with the General Counsel.

(e) The Inspector General of the Army

The Inspector General of the Army is charged with inquiring into and reporting on the discipline, efficiency, readiness, morale, training, ethical conduct, and economy of the Army. If confirmed, I will establish and maintain a close and professional relationship with the Inspector General of the Army.

(f) The Chief of Legislative Liaison of the Department of the Army

The Chief of Legislative Liaison is responsible for all legislative affairs for the Department of the Army, to include developing, coordinating, and supervising policies and programs related to the Army's relations with Congress. If I am confirmed, I will establish and maintain a close and professional relationship with the Chief of Legislative Liaison.

(g) The Under Secretary of Defense for Personnel and Readiness

The Under Secretary of Defense for Personnel and Readiness is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for Total Force Management as it relates to readiness, National Guard and Reserve component affairs, health affairs, training, and personnel requirements and management. These responsibilities include the issuance of guidance to the Military Departments. If confirmed, I will develop a close and professional relationship with the Under Secretary of Defense for Personnel and Readiness. I will continuously communicate and coordinate with the Under Secretary of Defense for Personnel and Readiness on matters of mutual interest, articulating the views of the Department of the Army. I will ensure that the Department of the Army is administered in accordance with guidance and direction from the Department of Defense.

(h) The Principal Deputy Under Secretary of Defense for Personnel and Readiness

The Principal Deputy Under Secretary of Defense for Personnel and Readiness advises the Under Secretary of Defense for Personnel and Readiness and, from time to time, performs responsibilities that require the issuance of guidance to the Military Departments. If confirmed, I will continuously communicate and

coordinate with the Under Secretary of Defense for Personnel and Readiness on matters of mutual interest and in furtherance of the best interest of the Army and the Department of Defense.

(i) The Chief of Staff of the Army

The Chief of Staff of the Army is the senior military advisor to the Secretary of the Army and the senior military officer of the Army. He is directly responsible to the Secretary of the Army in the performance of his duties, which include the effective and efficient functioning of Army organizations and commands in performing their statutory missions. If confirmed, I would work closely with the Chief of Staff to supervise the implementation of the Secretary's decisions.

(j) The Deputy Chief of Staff of the Army for Personnel

The Deputy Chief of Staff, G-1, is the principal military advisor to the Assistant Secretary of the Army for Manpower and Reserve Affairs. He develops and executes Army strategy, policy, plans and programs in the areas of manpower, human resources and personnel readiness issues. I will develop a close and professional relationship with the Deputy Chief of Staff, G-1, if I am confirmed. I expect that, if confirmed, we will work together closely and communicate openly and frequently as we perform our prescribed duties.

(k) The Surgeon General of the Army

The Surgeon General is the principal advisor to the Secretary of the Army, the Chief of Staff of the Army for the medical aspects of manning, training, and equipping the Army. She develops and executes Army strategy, policy and plans related to health affairs. Given this role, if I am confirmed, I intend to work closely with her to ensure an effective and efficient military health service system and a medically ready force. One of my focus areas for collaboration would be ensuring quality health care for Wounded Warriors.

(l) The Chief, National Guard Bureau

The Chief of the National Guard Bureau is the principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces. The Chief of the National Guard Bureau also is the principal adviser to the Secretary of the Army and the Chief of Staff of the Army on matters related to the National Guard. If confirmed, I will communicate with him openly to strengthen the Army by utilizing the talents and skills available in the reserve components.

(m) The Director of the Army National Guard

The Director of the Army National Guard supports the Chief, National Guard Bureau in his role as the principal advisor on National Guard matters to the Secretary of the Army and the Chief of Staff of the Army. If confirmed, I will develop a close, professional relationship with him and seek his input on all matters of policy and procedure impacting Army National Guard Soldiers.

(n) The Chief, Army Reserve

The Chief, Army Reserve, is the principal military advisor to the Secretary of the Army and the Chief of Staff of the Army on all U.S. Army Reserve matters. If I am confirmed, I will develop a close, professional relationship with him and seek his input on supervision of reserve matters across all aspects of Army business.

(o) Soldiers and their families

Those men and women who answer the call to duty and service are our Nation's most valuable national security assets. If confirmed, I will work to ensure Soldiers are fully trained and ready when called upon and to work diligently to care for Soldiers and their families across the total Army and ensure their quality of life is commensurate with their service.

Qualifications

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

If confirmed, I believe that my political policy background and experiences have prepared me for the extraordinary opportunity to serve as and execute the duties of the Assistant Secretary of the Army (Manpower and Reserve Affairs).

It is with great honor and pleasure that I currently serve as a Professional Staff Member for the House Armed Services Committee. In my position, it is my responsibility to ensure the passage, defeat or modification of any legislation that supports the interest and goals of Members of the U.S. House of Representatives with respect to the Department of Defense. Part of that responsibility is to also ensure that such goals and interests support the Department, and are in the best interests of the Nation's national security and service members and their families. In my 15 years with the Committee, I have had the tremendous opportunity to work with and for some extraordinary Members on key legislative actions, such as the repeal of "don't ask, don't tell," the military's health care program known as TRICARE, and on recruitment and compensation for our service members.

Prior to joining the Committee, it was my distinct honor and privilege to serve as a legislative assistant to Senator Daniel Akaka. During my 13 years with him, I was

responsible for defense, veterans' affairs and small business issues. From the onset of my career, I have been passionate about and dedicated to ensuring this Nation's extraordinary service members (Active Component, Reserve, and National Guard) receive the support, resources, and recognition they so richly deserve. It is a source of great personal satisfaction and pride to know that my actions may have helped, in some small way, improve their lives.

In 2008, I received the National Military Families Association's NMFA Support of Military Families Award and the National Guard Association of the United States' Patrick Henry Award. In 2007, the Military Coalition, a consortium of veterans groups, presented me the Freedom Award. In 2005, I was privileged to be recognized by the Military Officers Association of America, along with my colleague Michael Higgins, with the COL Paul W. Arcari Meritorious Achievement Award for our work on pay equity, health care, and the survivor benefit plan. In 2004, the Enlisted Association of the U.S. National Guard presented me the Militia Award in recognition of my actions to improve their pay and benefits. While I have been deeply grateful to be recognized for my work on behalf of our Nation's service members and their families, I never cease to be humbled and amazed by the men and women serving our Nation and the strength of their family members.

If confirmed as the next Assistant Secretary of the Army (Manpower and Reserve Affairs), I pledge to use my 28 years of experiences and policy making skills to effectively and efficiently perform the duties of this position. I vow to be as committed and dedicated in serving the Department of the Army as our soldiers have been in serving our Nation. It would be a distinct honor to become an official member of the Army family.

Major Challenges

7. In your view, what are the major challenges confronting the next Assistant Secretary of the Army for Manpower and Reserve Affairs?

In my view, the fundamental challenge facing the Assistant Secretary of the Army for Manpower and Reserve Affairs is manning the entire force, which equates to balancing military readiness with the requirements of drawdown. Manning the force with the right mix of manpower in terms of qualified military and civilian personnel, with the requisite contractor support, in the current fiscal environment will be a critical challenge. The Army must continue to recruit, train and retain the very best; this is critical to the success of our Total Force.

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

If confirmed, I would begin to address these challenges by ensuring full engagement and integration across all organizations that have a role in the process. This would include the entire Army Enterprise, the Office of the Secretary of Defense and, when

appropriate, the Congress. My efforts would focus on ensuring we articulate requirements, allocate resources, and develop executable policies and programs that are measurable and manageable within the Total Army. I would build upon the accomplishments of the leaders before me and join my other civilian and military counterparts to further refine successful future strategies.

Systems and Support for Wounded Soldiers

Servicemembers who are wounded or injured in combat operations deserve the highest priority from the Army and the Federal Government for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge. Despite the enactment of legislation and renewed emphasis over the past several years, many challenges remain.

- 9. What is your assessment of the progress made to date by the Army to improve the care, management, and transition of seriously ill and injured soldiers and their families?**

I have been advised that the Army has made great strides by implementing and continuously improving three programs: the Warrior Care and Transition Program, the Integrated Disability Evaluation System, and the Soldier for Life program. All three programs are designed to address the care and transition of wounded, ill, and injured Soldiers. If I am confirmed, I will ensure that the Army continues to support these vital programs for Wounded Warriors and their families.

- 10. If confirmed, are there additional strategies and resources that you would pursue to increase the Army's support for wounded soldiers, and to monitor their progress in returning to duty or to civilian life?**

If I am confirmed, I will work closely with the Secretary of the Army, the Chief of Staff of the Army, the leadership of the Warrior Transition Command, and the rest of the Army to ensure that we maintain and enhance the world class support the Army provides to each wounded, ill, and injured Soldier. The Nation and the Army owe our Soldiers no less.

The Army has proactively provided the Department of Veterans Affairs (VA) with additional staff to help process servicemembers through its portion of the Integrated Disability Evaluation System more quickly.

- 11. If confirmed, would you anticipate continuing such collaboration with the VA in order to expedite processing of soldiers through the Integrated Disability Evaluation System?**

I believe sustained communications between the Army and the VA are integral to improve processing of Soldiers through the Integrated Disability Evaluation System. I understand the Army has established a number of mechanisms to improve and sustain collaboration with the Veterans Administration at multiple steps in the disability evaluation system process. If I am confirmed, I will ensure the Army maintains Soldiers at the DRAS until the end of the fiscal year when the VA believes it will meet joint DoD/VA timeliness standards for case processing.

Officer Management Issues

As the Assistant Secretary of the Army for Manpower and Reserve Affairs you would have significant responsibilities with regard to officer management policies, the promotion system, and recommending officers for nomination to positions of authority and responsibility.

12. If confirmed, what changes, if any, would you make to the officer management system?

I understand that the Army has a robust officer personnel management system that is designed to develop officers throughout their careers. If confirmed, I would pursue enhancements to these policies that would further allow the Army to leverage the unique talents of its officers against emerging mission and unit requirements.

13. Do you believe the current Army procedures and practices for reviewing the records of officers pending nomination by the President are sufficient to ensure the Secretary of the Army, the Secretary of Defense, and the President can make informed decisions?

It is my understanding that the Army's processes and policies to identify eligibility and suitability for appointment or re-appointment as officers are sound and provide sufficient information for these decisions. If confirmed, I would fully support current efforts to enhance personnel suitability screening, ensuring rapid information vetting associated with nominations for appointments to higher positions of leadership, trust and responsibility.

14. In your view, are these procedures and practices fair and reasonable for the officers involved?

I am informed that the Army's current procedures for vetting personal and professional information protect both individual officer rights and the interests of the Army to advance only those officers who have clearly demonstrated their character, competence, and commitment to the Nation's values. If confirmed, I would support these vetting processes and for any changes proposed, ensure that the due process rights of individual officers are protected.

General and Flag Officer Nominations

Under DOD Instruction 1320.4, adverse and alleged adverse information pertaining to general and flag officers must be evaluated by senior leaders in the Services and in the Office of the Secretary of Defense prior to nomination.

15. If confirmed, what role would you play in the officer promotion system, particularly in reviewing general officer nominations?

If confirmed, I have been told that I will review all O-6 and below promotion lists. With regard to general officer nominations, I will have the opportunity to review every United States Army Reserve promotion nomination and all Army National Guard Federal Recognition nominations prior to the Secretary of the Army making a decision.

16. What is your assessment of the ability of the Services to timely document credible information of an adverse nature for evaluation by promotion selection boards and military and civilian leaders?

I understand that all officers are screened for potential adverse information prior to being considered for promotion to any general officer grade. If credible adverse information exists, it is reviewed by the promotion board. If an officer with adverse information is then selected for promotion, the adverse information is shown to the military and civilian leadership prior to making a determination on whether to recommend the officer for promotion. I understand that this process continues until the officer is promoted. If confirmed, I will continue full support to this process.

17. If confirmed, what steps will you take to ensure that only the best qualified officers are nominated for promotion to general and flag officer rank?

It is my understanding that selections for promotion to general officer are determined by a promotion selection board convened by the Secretary of the Army. The Secretary of the Army and the Chief of Staff of the Army devote considerable time and thought to ensuring that these selection boards select the best qualified officers. The Chief reviews and the Secretary approves board membership and the written guidance provided to the board. The written guidance is specifically designed to ensure the best officers are selected to meet the senior leadership needs of the Army and DoD. If confirmed, I believe my role as the Assistant Secretary of the Army for Manpower and Reserve Affairs would be to ensure that the promotion and personnel utilization system that serve as the foundation for those ultimately selected provide for the developmental needs and progression potential for officers with multiple skills and from diverse backgrounds.

Technical Training of General Officers

18. In your view, do a sufficient number of Army general officers have advanced training and degrees in scientific and technical disciplines?

While I believe the Army is able to meet current senior officer requirements in the scientific and technical disciplines, I was advised that the Army's military and civilian leadership has directed a review of these requirements and is awaiting recommendations on providing opportunities /programs directed at ensuring the Army continues to meet these requirements in the years ahead. If confirmed, I will support the implementation of any recommendations approved by the Secretary of the Army.

19. Are the career paths for officers with technical skills appropriate to ensure that the Army can execute complex acquisition programs, adapt to a rapidly changing technological threat environment, and make informed investment decisions on DOD and Army resources? If not, what will you do to address this deficiency?

I have been informed that the career paths are appropriate. The goal is to develop an officer corps with the right mix of skills and experiences to provide a capacity of acquisition excellence to the Army. Developmental assignments expose an acquisition officer to a full spectrum of experiences within a primary Acquisition Career Field allowing an acquisition officer to develop acquisition skills and become technically proficient.

As I understand the process, the Army provides career development opportunities, such as Advanced Civil Schooling and Training with Industry programs, to ensure the best and brightest candidates continue to rise to new levels educationally, functionally, and technically. I was told that nearly all of the Army Acquisition Officers in the grade of Lieutenant Colonel and above have advanced degrees.

End Strength Reductions

In this year's budget request and Future Years Defense Program, the Department proposes making additional cuts to the Army's active and reserve component end strengths. The Department proposes reducing the Army active component to 450,000 by 2019, and further to 420,000 if sequestration continues in FY16 and beyond.

20. In your view, can the Army meet national defense objectives at the strength levels proposed without sequestration? What about at the strength levels proposed with sequestration?

I understand that Army leaders have testified that the Army can meet its national defense objectives with an end-strength of 450,000 with significant risk, provided the Army is funded to allow appropriate balance in modernization, procurement, readiness, and manpower accounts. Although the Bipartisan Budget Act partially mitigates impacts from sequestration in FY14 and FY15, I understand Army leaders have testified that the implementation of sequestration in FY16 and beyond would result in an Army unable to meet the Defense Strategic Guidance.

If confirmed, I will focus on how I can best help to ensure the Army is as ready and able as it can be, within fiscal constraints, to accomplish its mission.

21. If the Army must reduce its active component end strength to 420,000, where does the Department take risk with respect to the national defense strategy?

I am aware that both the Secretary of the Army and the Chief of Staff of the Army have testified that reduction to 420,000 in the Active Component would leave the Army without the appropriate depth and capacity to successfully meet the Defense Strategic Guidance. If confirmed, I will do all possible to make the Army as capable as possible, and I will work with other senior leaders to ensure that the Congress fully understands the consequences of an end-strength reduction to such a level.

22. What is your understanding of the need for additional force shaping tools requiring legislation beyond what Congress has provided the past three years?

I believe Congress has given the Army the authorities necessary to accomplish its present drawdown. If confirmed, I will continually assess our processes and results to ensure the Army reduces end strength in a smart, measured way and identifies any additional legislative changes needed in a timely manner.

23. In your view, should the number of general officers in the Army be reduced commensurate with the drawdown of total Army endstrength?

I understand that the Army is already decreasing the number of general officers serving internal to the Army from 230 to 219 by March 2016 to meet policy directives from the Secretary of Defense's General Officer (GO) efficiency review. If units led by GOs are part of the end-strength reductions, a commensurate reduction in the number of GOs seems logical. If confirmed, I will ensure future GO reductions are based on the needs of the Army considering the nature of responsibilities associated with any specific position.

Army Force Generation Model

The Army relies on a force generation model (ARFORGEN) in which units are manned, equipped, and trained to appropriate readiness levels over time as they cycle through "reset and train," "ready," and "available for deployment" force pools.

24. What is your understanding and assessment of the manpower and personnel management requirements of the Army's force generation methodology?

I was advised that the current ARFORGEN model has produced the readiness required for persistent conflict over the past eight years by providing a continuous supply of units available for deployment from across the Total Army. If confirmed, I will ensure the Army reviews the results of this process and considers whether modifications to, or replacement of, ARFORGEN is necessary to meet future requirements.

25. In your view, what are the greatest manpower and personnel management challenges, if any, in implementing ARFORGEN?

I believe that the fundamental personnel challenge in implementing ARFORGEN is assigning the right Soldier to the right place at the right time. Future challenges to implementing ARFORGEN include meeting the manpower and readiness requirements of the Army during an end-strength reduction and during an era of greater unpredictability. If confirmed, I will ensure the Army continues to provide sufficient ready forces to accomplish all assigned missions.

26. If confirmed, what actions or changes would you propose, if any, to the design, implementation, or management of ARFORGEN?

27. If confirmed, I will work to ensure ARFORGEN sustains unit readiness. The Army must meet steady-state requirements, while maintaining readiness to meet the Defense Strategic Planning Guidance: defeating an adversary in one theater while simultaneously denying an adversary victory in another. A sustained readiness for a greater proportion of the Army is our goal. Readiness is especially important as the Army faces the prospect of reducing in size beyond the currently approved FY15 levels. Regardless of its final form, I believe ARFORGEN must support the Army Total Force and provide sufficient and ready structure to meet Joint Force requirements.

Individual Ready Reserve

The Department of Defense established a policy in 2005 mandating the discharge of officers in the Individual Ready Reserve (IRR) who are beyond their military service obligations (MSO) unless the officer positively elects to remain in the IRR. Meanwhile, the Commission on the National Guard and Reserves has found that accessing the IRR as a viable source of manpower for the war has been problematic, and that using the IRR as a solution for unit manning is a failed concept.

28. What are your views on the proper role of the IRR in Army force management planning?

The Individual Ready Reserve has provided essential, trained manpower that has supported all three components of the Army in times of war. IRR Soldiers have also recently been used as Individual Mobilization Augmentees to support operational and Army headquarters. If confirmed, I will ensure the Army thoroughly examines the proper role of the IRR in Army force management planning.

29. If confirmed, what changes, if any, do you foresee making to the Army's IRR recall policy?

I understand that the entire Reserve Component has been and remains critical to the Army's mission accomplishment. If confirmed, I will ensure the Army thoroughly examines the proper role of the IRR in Total Force planning. Careful consideration of all sources of manpower is critical in the present environment of declining end-strength and reduced resources.

30. What are your views about policies affecting continued service by officer and enlisted personnel in the reserve components who have fulfilled their MSO?

In my view, retaining quality Soldiers should always be one of the Army's top priorities. As the Army draws down over the next several years, it is more important than ever to retain the training and experience of the best Soldiers somewhere in the Total Force. If confirmed, I will ensure the Army carefully considers and effectively manages all sources of manpower given the present environment of declining end-strength and reduced resources.

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

I am informed there is system for Soldiers to request relief from orders based on personal circumstances and a system to appeal decisions. If confirmed, I will do my utmost to ensure this process works efficiently and fairly.

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

Careful consideration of all sources of manpower is critical in the present environment of declining end-strength and reduced resources. I understand that the entire Reserve Component has been and remains critical to the Army's mission accomplishment. If confirmed, I will ensure the Army thoroughly examines the proper role of the IRR for current and future mission requirements.

Lessons Learned

33. What do you believe are the major personnel lessons learned from Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) which you would seek to address if confirmed as Assistant Secretary of the Army for Manpower and Reserve Affairs?

I realize that over last 12 years, the Army has faced both operational and readiness challenges resulting from two simultaneous conflicts. When manning the force, I understand the Army has learned valuable lessons on Active Component\Reserve Component integration, employing and managing the Inactive Ready Reserve, and managing large-scale wartime manning programs such as Stop Loss. To support these operations, the Army developed systems over time that improved and maintained readiness during high OPTEMPO periods, such as the ARFORGEN cycle. If confirmed, I would support this and other efforts to ensure that the hard lessons learned from the past 12 years of conflict are captured in Army doctrine and not forgotten.

National Guard Organization, Equipment, and Readiness

Legislative proposals introduced in recent years and recommendations of the Commission on the National Guard and Reserves have proposed numerous changes to the roles and responsibilities of the National Guard and Reserves. Several of the proposed changes have been implemented, and numerous others are under consideration.

34. How do you assess the changes in the role and authorities of the Chief of the National Guard Bureau?

I recognize that the changes that Congress authorized in the 2008 and 2012 National Defense Authorization Acts, the roles and authorities of the Chief, National Guard Bureau have indeed changed significantly. I believe that the National Guard Bureau is working hard to reorganize the staff to better support the Chief, National Guard Bureau, in his roles as a member of the Joint Chiefs of Staff and as a principal advisor to the Secretary of Defense on matters involving non-federalized National Guard forces. If confirmed, I look forward to working closely with Army senior leaders; the Chief, National Guard Bureau; and the Director, Army National Guard to ensure that the National Guard remains a full partner in the Total Force.

35. How do you assess the changes in the roles and mission of the Army National Guard?

I know that the Army leaders have repeatedly stated that the goal of the Army is to sustain the Army National Guard and Army Reserve as an Operational Reserve in

their capacity as part of the Total Army Force. If confirmed, I will ensure that any end strength reductions to the Reserve Component will not compromise its current record high levels of readiness and modernization.

36. In your view, do the current Army processes for planning, programming, and budgeting sufficiently address the requirements of the Army National Guard? What is the appropriate role of the Chief of the National Guard Bureau and the Director of the Army National Guard in this regard?

I have been informed that Army National Guard requirements are sufficiently addressed during the Total Army Program Objective Memorandum process. Title 10 U.S.C. provides the authority for the Secretary of the Army to manage the reserve component, to include responsibility for funding, manning and force structure decisions. The Director of the Army National Guard participates at the highest levels and advises the Secretary of the Army and Chief of Staff of the Army on Army National Guard priorities and requirements and provide assessments of the capabilities and risks associated with Army National Guard allocated funding as a part of the Total Army strategy. The Chief of the National Guard Bureau advises the Joint Staff and Secretary of Defense on National Guard issues based on the input from the Director of the Army National Guard. I believe these roles are appropriate for the Army's processes.

37. In your view, what should be the Chief of the National Guard Bureau's role in the assignment of Directors and Deputy Directors of the Army and Air National Guard?

In my view, the Chief, National Guard Bureau should play an important role in the selection of the Director and Deputy Director of the Army National Guard. The Secretary of the Army convenes an advisory board to provide recommendations regarding the officer to be nominated as the Director of the Army National Guard, and if possible, the Chief, National Guard Bureau should serve as a member of that board or otherwise make recommendations on the officers to be nominated. If confirmed, I will support this process to ensure the Army has the best qualified officers nominated for these important positions.

Suicide Prevention

The numbers of suicides in each of the services continue to be of great concern to the Committee.

38. If confirmed, what role would you play in shaping suicide prevention programs and policies for the Department of the Army to prevent suicides and increase the resiliency of soldiers and their families?

If confirmed, I will focus on providing clear guidance and policy, while championing the Army's efforts under the Ready and Resilient Campaign to ensure that the Army identifies, resources, and sustains the right complement of training and services to build the personal resilience and foster unit and personal readiness of Soldiers and their Families. It is my understanding that the Ready and Resilient Campaign employs a holistic approach to strengthening the inherent resilience skills, abilities, and capabilities of Soldiers and Family members. Additionally, the strategy strives to influence bystanders to become interveners standing ready to help others in need of assistance to get the resources they need to overcome life's challenges.

Family Readiness and Support

Soldiers and their families in both the active and reserve components have made, and continue to make, tremendous sacrifices in support of operational deployments. Senior military leaders have warned of concerns among military families as a result of the stress of deployments and the separations that go with them.

39. What do you consider to be the most important family readiness issues for soldiers and their families, and, if confirmed, how would you ensure that family readiness needs are addressed and adequately resourced, especially in light of current fiscal constraints?

I am aware that for more than a decade, the Army has continuously asked its Soldiers to be apart from their Families during long deployments and to cope with the challenges of a high operational tempo. In order for Soldiers to serve so selflessly and be effective under these conditions, they must have peace of mind that their Families are well cared for at all times. I understand that Family readiness is the state of being prepared to effectively navigate the challenges of daily living in the unique context of military service – this is the essence of what is most important for the Army to deliver.

I have been advised that the Army has invested in a wide array of Family programs in support of Family readiness. Initiatives such as the Exceptional Family Member Program (which considers Family members with special needs during the assignments process), Child Development Centers (which provide Soldiers with affordable, quality day care), and the Financial Readiness Program (which offers Soldiers financial counseling) are just a few examples of the ways the Army is committed to helping its Soldiers and Families. If confirmed, I will work diligently to support these important programs.

Morale, Welfare, and Recreation

Morale, Welfare, and Recreation (MWR) programs are critical to enhancement of military life for soldiers and their families, especially in light of deployments. These

programs must be relevant and attractive to all eligible users, including active-duty and reserve personnel, retirees, and families.

40. What challenges do you foresee in sustaining Army MWR programs, particularly in view of the current fiscal environment and, if confirmed, are there any improvements you would seek to achieve?

I understand the MWR income stream could be impacted by the current austere fiscal climate. If confirmed, I will monitor MWR programs and work to protect them to the greatest extent feasible, and I will work to ensure that available resources are applied to sustaining existing programs and services.

Sexual Assault Prevention and Response

The Fiscal Year 2013 Department of Defense Annual Report on Sexual Assault in the Military reflects that reports of sexual assaults in the Army increased by 51% from fiscal year 2012 to 2,149 reports of sexual assault.

41. What is your assessment of this report?

I have been advised that the Army views the increase in reporting in Fiscal Year 2013 as an indication of a growing level of confidence in the Army's response system and as a sign that victims have increased trust in their chain of command and in the Army's commitment to treat and care for them. An indicator of the growing trust is the increase of sexual assault reports between FY12 and FY13 that were from incidents occurring prior to military service or involve allegations in which more than a year elapsed between the incident and the report. I share the Army's view that there is still more to do in order to eliminate sexual assaults. If confirmed, I intend to provide my full support in helping the Army achieve this goal.

42. What is your assessment of the Army's sexual assault prevention and response program?

I understand that the Army has made substantial progress in addressing the issue of sexual assault. Through the combined efforts of military and civilian leaders at all echelons, I am informed that the Army has implemented an unprecedented number of program and policy initiatives—more than 30 since January 2013—to address this insider threat. These initiatives are enhancing the reporting, investigation and prosecution of sexual assault offenses, increasing the accountability of leaders at all levels—officer, enlisted and civilian—in fostering a cultural change that will lead to a positive command climate.

If confirmed, I will lead and support the Army's commitment to a holistic approach to effectively change culture, prevent sexual assault and harassment in the ranks,

support and advocate for victims, and prosecute offenders to the fullest extent of the law.

43. What is your view of the provision for restricted and unrestricted reporting of sexual assaults?

I believe the Army's system for receiving and processing reports of sexual assault, including both restricted and unrestricted reports, is effective. I am informed that since implementing the "restricted" reporting option (which does not initiate a law enforcement investigation) in 2004, the number of total reports has continued to increase. Although the Army prefers for reports to be "unrestricted" so that it may hold perpetrators accountable, by giving victims control over triggering the investigation, the restricted option allows victims time to understand the process, seek the counseling and care they need, and to consult with an attorney if they wish. I understand the conversion of restricted reports to unrestricted is continuing to increase, which I believe is evidence of the success of numerous initiatives and is an indication that victims are gaining more trust in the system. If confirmed, I will ensure that the Army continues to improve upon its response system and continues to enhance victim support.

44. What is your view about the role of the chain of command in providing necessary support to the victims of sexual assault?

In my view, the commander, his/her subordinate commanders, and staff members are charged with the ultimate responsibility of caring for Soldiers in their charge and ensuring the needs of victims are met. As such, the chain of command must play a vital role in providing compassionate care and support to victims. I understand that the Army is working hard to foster a climate in which victims trust their chain of command to support them if and when sexual offenses occur. The commander-driven change in unit culture as well as compassionate, comprehensive support of victims is critical to assuage victims' fears. I also believe that the Army must hold accountable commanders who fail to do their duty in this regard.

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

I believe the Army is dedicated to providing Soldiers who are the victims of sexual assault with extensive medical, psychological, and legal support services. I have been informed that sexual assault victims are offered the services of a Sexual Assault Response Coordinator (SARC) and a Victim Advocate (VA). When a victim of sexual assault presents at any Military Treatment Facility in the Army, his or her medical needs are managed by a Sexual Assault Clinical Provider and his or her behavioral health care is provided by the Sexual Assault Behavioral Health Provider.

On the legal support side, I understand that the Special Victims Counsel Program is adequately staffed and resourced to provide victims with the counsel that they require. Special Victims Counsel provide the full range of legal assistance services to victims.

46. What is your view of the steps the Army has taken to prevent additional sexual assaults both at home station and deployed locations?

I fully understand that both the Secretary of the Army and the Chief of Staff of the Army have listed the prevention of sexual assault as their top priority and are putting actions against those words. As a result, leaders at every echelon and in every location are committed to preventing sexual assaults and caring for victims, and the Army is working diligently to ensure that all Soldiers share these commitments. I believe that in order to eliminate the crime of sexual assault, the Army must change the culture of the force, which includes eliminating the stigma associated with reporting these crimes, regardless of whether the reporting Soldier is a victim or a bystander. If confirmed, I will be committed to helping the Army drive this cultural change, and will continuously look for innovative ways to combat this difficult problem.

47. What is your view of the adequacy of the training and resources Army has in place to investigate and prosecute allegations of sexual assault?

I have been advised that the Army has sufficient training and resources in place to properly investigate sexual assault allegations and prosecute military offenders. Recognizing the critical importance of this issue, if confirmed, I will closely monitor all aspects of the current efforts to prevent sexual assaults, increase reporting, care for victims, and the investigation and prosecution of perpetrators.

48. What is your view about the role of the chain of command in changing the military culture in which these sexual assaults occur?

I believe that the chain of command, beginning with senior leaders, is responsible for ensuring that our military culture does not tolerate sexual assault. Commanders are responsible for everything their command does or fails to do, which includes training Soldiers on how to prevent sexual assault and holding all leaders accountable for creating a culture that does not tolerate sexual assault. I am told the Army has recently published policies on Command Climate Assessments and Assessing Officers and Non-Commissioned Officers on Fostering Climates of Dignity and Respect as tools to enable commanders and leaders to assess and affect the culture within their units.

49. In your view, what would be the impact of requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted?

I have been advised that requiring a judge advocate outside the chain of command to determine whether allegations of sexual assault should be prosecuted would in effect create a parallel justice system for sexual assault cases. This risks generating confusion and inefficiencies in the military justice system and may undermine the Army's efforts to change the military culture in which sexual assaults have occurred. If confirmed, I will make every effort to ensure that any changes to the military justice system are implemented in a manner that continues the trust and confidence commanders, Soldiers, and victims currently have in our administration of military justice.

50. What additional steps would you take, if confirmed, to address the problem of sexual assaults in the Army?

If confirmed, I will be an ardent supporter of the Army Sexual Harassment/Assault Response and Prevention Program, and will work with the Secretary of the Army, the Chief of Staff of the Army, the Deputy Chief of Staff, G-1 and the other Headquarters, Department of the Army elements and Commanders to ensure that eliminating sexual assault remains a top priority throughout the Army. I will also work to strengthen the faith of the American public and Congress in the Army's prevention and response efforts with regard to sexual assault and sexual harassment.

Religious Guidelines

51. In your view, do Department of Defense policies concerning religious accommodation in the military appropriately accommodate the free exercise of religion and other beliefs, including individual expressions of belief, without impinging on those who have different beliefs, including no religious belief?

I believe the Army and the Department of Defense take very seriously the Constitutional freedom expressed in the First Amendment for the Free Exercise of Religion on the part of all citizens, including members in military service. Commanders, leaders, and Chaplains work to ensure those protections are afforded to all of our Soldiers and Families and Department of Army Civilians, and that the varied religious practices of Soldiers are accommodated, including those with no religious beliefs.

52. In your view, do existing policies and practices regarding public prayers offered by military chaplains in a variety of formal and informal settings strike the proper balance between a chaplain's ability to pray in accordance with his or her religious beliefs and the rights of other servicemembers with different beliefs, including no religious beliefs?

Yes. The Army's well-trained Chaplain Corps provides religious support to the Army. That support is provided on the basis of the Soldier's Free Exercise rights. Chaplains provide prayers on many occasions in both private and public settings. Chaplains are never required to pray outside of their individual convictions, beliefs, or religious tradition, or the tenets of the religious organization that provides their endorsement to the Department of Defense and the Department of the Army. I understand that there are no Army policies that either promote or restrict prayers, either in manner or content.

Section 533 of the FY13 National Defense Authorization Act (P.L. 112-239), as amended by section 532 of the FY14 National Defense Authorization Act (P.L. 113-66) protects rights of conscience of members of the armed forces and chaplains of such members, and prohibits, so far as possible, use of such beliefs as the basis of any adverse personnel action, discrimination, or denial of promotion, schooling, training, or assignment. Members of some religious denominations have sincerely held beliefs in opposition to same-sex marriage.

53. In your view, may a member of the armed forces who has a sincerely held belief in opposition to same-sex marriage be subject to adverse personnel action or similar other adverse action, if he or she shares those personal views on the subject in a personal capacity?

It is my understanding that current policies regarding service members' individual expression and free exercise of religion have not changed since the repeal of the Defense of Marriage Act. If Soldiers wish to express their personal views about this issue in an open forum and caveat those as such, then that is purely within their right to do so. I further understand that Soldiers may be subject to disciplinary or administrative action only if they advocate racial, gender, or ethnic hatred or intolerance; if they advocate, create, or engage in illegal discrimination based on race, color, gender, religion, or national origin; or if they advocate the use of or use force, violence or unlawful means to deprive individuals of their rights under the U.S. Constitution. These rights are fundamental, and if confirmed, I will ensure that all Army policies incorporate and protect these rights.

Officer Accessions

54. What, in your view, is the appropriate relative distribution from the sources of commission to meet the Army's officer accessions requirements and sustain the viability of the Military Academy, Reserve Officer Training Corps, and the Officer Candidate School?

In my view, there is no single distribution that is appropriate for all circumstances for the Total Army. It is my understanding that each source of commission brings to the force a slightly different strength in terms of academic background, diversity, military

cultural indoctrination, and prior military experience. In order to reflect our society's range of talents and strengths and to meet fluid national defense missions and priorities, the Army must periodically adjust the proportion of accessions between all sources of commission. I understand this framework is likely to remain consistent as long as the Nation's needs do not change significantly. However, if confirmed, I will continuously monitor the relative distribution of officers from these commissioning sources.

55. As Army end strength goes down potentially to numbers as low as 420,000 in the regular Army, 315,000 in the Army National Guard, and 185,000 in the Army Reserve, if confirmed, how would you evaluate and make adjustments, if any, to the relative distribution among sources of commission to meet lower officer accession requirements?

Should commissioning requirements decrease significantly, I understand that the Reserve Officer Training Corps would be the primary lever for adjusting the Army Officer Accessions. In this regard, I have been told the United States Military Academy could reduce accessions only slightly without losing the cost effectiveness of their infrastructure, and the Officer Candidate School has already been reduced to a minimum sustainment level to accommodate current budget considerations.

United States Military Academy

56. What is your assessment of the policies and procedures at the United States Military Academy to prevent and respond appropriately to sexual assaults and sexual harassment and to ensure essential oversight?

In my assessment, the United States Military Academy (USMA) at West Point possesses effective policies and procedures to prevent and respond appropriately to sexual harassment and sexual assaults and to ensure essential oversight.

USMA has aligned its Sexual Harassment and Assault Response Program along the five lines of effort identified by the Department of Defense as well as the Department of the Army including prevention, advocacy, investigation, accountability, and assessment. Only through this holistic approach, coupled with committed leaders, will the culture change. Leading and supporting this culture change will be one of my top priorities, if confirmed.

57. What is your assessment of the policies and procedures at the United States Military Academy to ensure religious tolerance and respect?

It is my understanding that the United States Military Academy has policies and procedures in place that effectively ensure religious tolerance and respect and support Cadets, faculty, and staff in their personal faith choices. I fully support this

Constitutional right and appreciate its importance to the Nation and the Army. If confirmed, I will take all necessary steps to ensure the policies of the Army continue to ensure religious tolerance for all faiths.

Assignment Policies for Women in the Military

As you know, the Department in January, 2013, rescinded the policy restricting the assignment of women to certain units which have the primary mission of engaging in direct ground combat operations, and gave the military services until January 1, 2016, to open all positions currently closed to women, or to request an exception to policy to keep a position closed beyond that date, an exception that must be approved by the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. The services are working now to develop gender-free physical and mental standards for all military occupations, presumably with the goal of allowing individuals, regardless of gender, to serve in those positions if they can meet those standards.

58. If confirmed, what role will you play in the development of these standards?

If confirmed as the ASA (M&RA), my role would be to provide oversight of the process by reviewing and recommending approval and disapproval of actions regarding the assignment of women to newly opened positions and occupations.

59. If confirmed, will you ensure that the standards are realistic and preserve, or enhance, military readiness and mission capability?

Yes. I understand the Army is scientifically evaluating closed combat arms occupations to determine physical performance requirements to ensure the best qualified Soldiers have the opportunity to serve in any position for which they are qualified regardless of gender. If confirmed, I will focus on implementing a Total Army Policy that ensures future force capability and readiness by maximizing every Soldier's potential, performance and contribution to a ready and modern Army.

60. Do you believe that decisions to open positions should be based on bona fide military requirements? If so, what steps would you take to ensure that such decisions are made on this basis?

Yes, I believe success in the Army based solely on ability, qualifications and performance is consistent with Army values and enhances military readiness. That is why the Army is committed to scientifically evaluating the requirements of the job in order to select and train Soldiers, regardless of gender, who can meet the requirements of their military occupational specialty. If confirmed, I will do my utmost to ensure the Army maximizes every Soldier's potential.

Some family members have expressed concerns about assigning women to what are currently male-only combat units.

61. To what extent do you believe that this will be a problem in the implementation of this policy?

As I understand it, the Army is currently developing plans for successfully integrating women into all male units. I am told that in some units with newly opened positions, the Army has assigned more senior female Soldiers prior to assigning junior female Soldiers and has conducted training for these units. By removing barriers to serve and succeed in the Army, the Army is enhancing military readiness and ensuring that success is based solely on ability, qualifications, and performance.

Foreign Language Proficiency

A Foreign Language Transformation Roadmap announced by the Department of Defense on March 30, 2005, directed a series of actions aimed at transforming the Department's foreign language capabilities, to include revision of policy and doctrine, building a capabilities based requirements process, and enhancing foreign language capability for both military and civilian personnel.

Despite this increased emphasis since 2005, the Department appears to have made only modest progress in implementing that transformation. A 2010 GAO report indicated that DOD's efforts to meet the language requirements "had yielded some results but had not closed the persistent gaps in foreign language-proficient staff and reflected, in part, a lack of a comprehensive, strategic approach."

62. In your view, what should be the priorities of the Federal Government to expanding the foreign language skills of civilian and military personnel and improving coordination of foreign language programs and activities among the Federal agencies?

I believe that efficiency across all government agencies and departments is valuable, especially in this financially difficult time. If confirmed, I will ensure the Army, as the Executive Agent for the Defense Language Institute Foreign Language Center, continues to provide foreign language training to all government personnel who require it while simultaneously meeting Army and Department of Defense requirements.

63. If confirmed, what steps would you take to ensure that the Army contributes to implementing a comprehensive, strategic approach to closing the gaps in foreign language proficiency?

If confirmed, I will ensure that the Army, as the Executive Agent for the Defense Language Institute Foreign Language Center, continues to work closely with the other members of the Department of Defense to provide required training opportunities. I will also work closely with the Army Senior Language Authority in my role as oversight of Army Language programs to assure that there is a continued focus on providing necessary training in foreign language and culture to Soldiers and civilians. Additionally, I will assure the Army is involved in Department of Defense working groups designed to review and assess the training, assignment and utilization of professional linguists.

The GAO report also stated that, “On the basis of their operational experiences in Afghanistan and Iraq, ground commanders have expressed the importance of language and culture skills for general purpose forces in counterinsurgency and stability operations, stressing, for example, that language training is as important as marksmanship.”

64. Is there any evidence the institutional Army is giving languages and cultural skills the same high priority as marksmanship in its career development efforts? If more need to be done, what steps would you propose to take to achieve higher levels of importance for language and cultural training?

It is my understanding that since 2010, the Army has made language and culture training a requirement for all Soldiers deploying to Afghanistan. Additionally, I understand the Army is concluding a review of the career path for professional linguists, and is reviewing language required positions across the total force. If confirmed I will ensure that the Army will meet the established goals for language professionals, while providing necessary training in language and culture for those who are deploying to foreign countries.

Legislative Fellowship Program

Each year, the Services assign mid-career officers to the offices of Members of Congress under the Legislative Fellows Program. Upon completion of their legislative fellowships, officers are required to be assigned to follow-on positions in their services in which they effectively use the experience and knowledge they gained during their fellowships.

65. What is your assessment of the process for the recruitment, selection, preparation, and assignment to Members of Army officers in the Legislative Fellows program?

It is my understanding that the recruitment, selection, preparation and final assignment of Army Congressional Fellows to Member of Congress offices is designed to provide the best Army Officers, Senior Non-commissioned Officers, and Department of the Army Civilians to support both Chambers of Congress with mature

and combat experienced (regarding the Soldiers) Fellows. This is an important program, and if confirmed, I will ensure that the program continues to meet the needs of the Army.

66. What is your assessment of the value of the Legislative Fellows program to the Army and the utilization of officers who have served as legislative fellows?

It is my understanding that the Army leader development model is premised on the three pillars of training, education and experience. The Legislative Fellows program, in particular, provides an invaluable opportunity to develop officers, senior noncommissioned officers and Department of the Army Civilians with a unique skill set and critical understanding of the legislative branch. After one year as an Army Fellow in a Member of Congress office, a two-year utilization follows with duty in the following agencies: OCLL (Hill Divisions/Pentagon Offices), Budget Liaison, Army Reserve and National Guard Legislative Liaison offices here in the National Capitol Region.

Management and Development of the Senior Executive Service

The transformation of the Armed Forces has brought with it an increasing realization of the importance of efficient and forward thinking management of senior executives.

67. What is your vision for the management and development of the Army senior executive workforce, especially in the critically important areas of acquisition, financial management, and the scientific and technical fields?

I believe the Army must ensure that all senior executives have a diverse portfolio of experiences and strong skills to lead and operate effectively in achieving Army's mission and organizational goals. I understand that Army has instituted an enterprise approach to senior executive management through establishment of an annual Talent and Succession Management process. This process is designed to optimally align executive positions with the most critical Army imperatives and priorities, to include acquisition, financial management, and the scientific and technical fields. In the end, the Army's senior executive workforce must be capable of partnering with senior military leaders to lead the Army during these challenging times. If confirmed, I will endeavor to enhance policies to ensure the Army attracts, retains, and develops the best senior executives for all positions.

Balance Between Civilian Employees and Contractor Employees

The Army employs many contractors whom now play an integral role in the performance of functions that were once performed exclusively by government employees,

including the management and oversight of weapons programs, the development of policies, the development of public relations strategies, and even the collection and analysis of intelligence. In many cases, contractor employees work in the same offices, serve on the same projects and task forces, and perform many of the same functions as federal employees. Contractors continued to be hired as many civilian positions remained on a hiring freeze over the past few years.

68. Do you believe that the current balance between civilian employees and contractor employees is in the best interests of the Army?

I believe achieving a “balance” between civilian and contractor employees is in the best interest of the Army. Achieving balance will be an ongoing process subject to emerging defense requirements, rather than something that is achieved on specific date. In my view, the Army must consider the most appropriate and effective source of labor for functions on a case-by-case basis informed by mission requirements, rather than the implementation of specific manpower quotas.

69. In your view, has the Army become too reliant on contractors to perform its basic functions?

In my view, it is critical that the Army use the most appropriate and effective source of labor for individual functions, while also carefully scrutinizing the process to ensure that no inherently governmental functions are outsourced. Functions must be evaluated on a case-by-case basis in order to determine which type of manpower to use. If confirmed, I will work with the Secretary of the Army, the Under Secretary and other Army leaders to assess the extent of the Army’s reliance on contractors and ensure compliance with law and policy.

70. Do you believe that the Army should undertake a comprehensive reappraisal of “inherently governmental functions” and other critical government functions, and how they are performed?

I understand that the Federal Activities Inventory Reform (FAIR) Act and the Federal Acquisition Regulation (FAR), as well as the Total Force Management statutes of Title 10, govern the proper sourcing of labor. Ensuring that the Army complies with the FAIR Act and the FAR is an ongoing process. I believe that the Army must continue to analyze its functions to guarantee an appropriate workforce mix, while ensuring that inherently governmental functions are not outsourced. If confirmed, I will monitor and scrutinize this area and assess whether any reappraisal is necessary.

71. If confirmed, will you work with other appropriate officials in the Army to review the contractor and civilian force mix?

If confirmed, I will work with other appropriate officials in the Army to review the contractor and civilian force mix. Pursuant to Title 10, United States Code, Section 129a, I will also work closely with the Under Secretaries of Defense for Personnel and Readiness, Comptroller, and Acquisition, Technology and Logistics, to ensure that the Army continues to operate in a manner consistent with Department of Defense guidance.

72. Would you agree that the balance between civilian employees and contractor employees in performing Army functions should be determined by the best interests of the Army and not by artificial constraints on the number of civilian employees?

Yes. In all instances, the Army must execute its missions to the best of its abilities within the available resources in order to best serve our Soldiers and the Nation. A key component in Army's overall effectiveness lies in ensuring Army functions are performed with the most appropriate source of labor available.

73. If confirmed, will you work to remove any artificial constraints placed on the size of the Army's civilian workforce, so that the Army can hire the number of employees most appropriate to accomplish its mission?

If confirmed, I will meet assigned missions within available funding and using the most appropriate source of labor as required by Title, United States Code Sections 129 and 129a. If confirmed, I would support all efforts to ensure compliance with the law and to remove inappropriate constraints on the size of the Army civilian workforce.

Sergeant Bowe Bergdahl

Following the recent repatriation of Sergeant Bergdahl after five years of captivity with foreign fighters there have been questions about the circumstances under which he became separated from his unit in Afghanistan in 2009.

74. If confirmed, what is your understanding of your role as Assistant Secretary of the Army for Manpower and Reserve Affairs, concerning review of the facts and circumstances of Sergeant Bergdahl's capture and his status as a member of the United States Army?

I am aware of the recent reports concerning the repatriation of Sergeant Bergdahl and that there are a number of Departmental efforts to clearly establish the facts and circumstances related to this matter. If confirmed, I will provide all support necessary to the Combatant Commander, the Office of the Secretary of Defense, and the Department of the Army to ensure that any decisions in this matter are fully informed, well analyzed, and coordinated with all the interested parties.

Congressional Oversight

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

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

Yes.

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

Yes.

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

Yes.

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

Yes.