

Stenographic Transcript  
Before the

COMMITTEE ON  
ARMED SERVICES

## **UNITED STATES SENATE**

HEARING TO CONSIDER THE NOMINATION OF:  
GENERAL JAMES C. McCONVILLE, USA  
FOR REAPPOINTMENT TO THE GRADE OF GENERAL AND  
TO BE CHIEF OF STAFF OF THE ARMY

Thursday, May 2, 2019

Washington, D.C.

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8 U.S. Senate  
9 Committee on Armed Services  
10 Washington, D.C.

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12 The committee met, pursuant to notice, at 9:29 a.m. in  
13 Room SD-G50, Dirksen Senate Office Building, Hon. James M.  
14 Inhofe, chairman of the committee, presiding.

15 Committee Members Present: Senators Inhofe  
16 [presiding], Wicker, Fischer, Cotton, Rounds, Ernst,  
17 Sullivan, Perdue, McSally, Scott, Blackburn, Hawley, Reed,  
18 Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King,  
19 Heinrich, Peters, Manchin, Duckworth, and Jones.

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

2   SENATOR FROM OKLAHOMA

3           Chairman Inhofe: Our meeting will come to order.

4           I am going to do something I have not done before. We  
5   have votes coming up. We have three votes that are coming  
6   up at 10:30. That means probably by 10:45, we are going to  
7   aim to try to get as many people to get their questions out  
8   before that time.

9           Now, we do have the seven questions that are required,  
10   but I am going to do that for the record, and you will have  
11   that opportunity to do that.

12          I was thinking that you are assuming a very important,  
13   very significant position. I cannot imagine there is any  
14   opposition. I strongly support you in this case. I am  
15   going to waive my opening statement. And who can vote  
16   against a guy who has a -- a distinguished general that has  
17   two sons and a daughter, all three captains in the United  
18   States Army? I would say no one.

19          So with that, Senator Reed.

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

3           Senator Reed: Well, I am going to follow the  
4 chairman's example and ask that my statement be made part of  
5 the record and thank General McConville for his  
6 extraordinary service. And also to commend Maria, his wife,  
7 who is an Army veteran, captain; Michael, Ryan, and Jessica,  
8 who are captains in the United States Army; and also his  
9 son-in law Ryan, who is a staff sergeant in the United  
10 States Army. It is an example for all Army families. It is  
11 an extraordinary example.

12           Finally, let me say what a dilemma this is to consider  
13 voting for somebody who is an Irish guy from New England and  
14 went to West Point.

15           [Laughter.]

16           Senator Reed: And is a Red Sox fan. So you know the  
17 excruciating difficulty it will be for me to vote.

18           With that, Mr. Chairman, I will yield back my time.

19           [The prepared statement of Senator Reed follows:]

20           [COMMITTEE INSERT]

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1 Chairman Inhofe: We will recognize you now for your  
2 opening statement, General McConville.

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1           STATEMENT OF GENERAL JAMES C. McCONVILLE, USA, FOR  
2 REAPPOINTMENT TO THE GRADE OF GENERAL AND TO BE CHIEF OF  
3 STAFF OF THE ARMY

4           General McConville: Well, Chairman Inhofe, Ranking  
5 Member Reed, members of the Senate Armed Services  
6 Committee --

7           Chairman Inhofe: That does not mean you have to cut  
8 your introduction of your family short. So go ahead and get  
9 to that too.

10          General McConville: Well, thank you, sir.

11          It is really a great honor to be here today, and what I  
12 would like to do is introduce my family because I am very,  
13 very proud of them.

14          Ryan over here -- he is the youngest. We just promoted  
15 him to captain this morning. He is a graduate of Boston  
16 University, and he is serving in the 3rd Infantry Division  
17 as a medevac pilot, and he recently returned from  
18 Afghanistan, a combat tour in Afghanistan.

19          Jessica is right next to him. She is our middle child.  
20 She is a Clemson graduate with a master's degree from the  
21 University of Tennessee. She is a clinical social worker in  
22 the 3rd Infantry Division, and she recently redeployed from  
23 a tour in Korea. And she is with her husband Ryan, who just  
24 completed Rangers School, his two combat tours with the  
25 101st Airborne Division. He is getting ready to go to

1 Austin Peay on a Green to Gold Scholarship.

2 Michael is our oldest son. He is a graduate of Boston  
3 College. He is an Apache pilot, and he just completed  
4 company command of the 10th Mountain Division and he has a  
5 combat tour with the 82nd Airborne Division.

6 And the person that is really responsible for all our  
7 successes is my wife Maria. We have been married for 31  
8 years, and she is responsible for any successes I have had  
9 and these kids. And she is a former Army captain. She is a  
10 dietician. She is a fitness trainer, a health coach. And  
11 she is the foundation and strength of our family. And she  
12 often says to me, she goes, do not thank us for our  
13 sacrifice. Thank us for our commitment. And I want to  
14 thank all the spouses for their commitment and serving.

15 Chairman Inhofe: This is one of the best opening  
16 statements I have ever heard in my career.

17 [Laughter.]

18 General McConville: Should I stop here, Senator?

19 [Laughter.]

20 General McConville: I want to thank the President, the  
21 Acting Secretary of Defense, and the Secretary of the Army  
22 for the confidence they have shown in me in nominating me as  
23 the next Chief of Staff.

24 But I am also grateful to all of you for your enduring  
25 support of our soldiers, civilians, and family members.

1           I want to thank General Mark Milley and his wife  
2 Hollyanne for 39 years of service. He and I have served  
3 together during three combat tours in the last 3 and a half  
4 years in the Army. And he has done a fantastic job of  
5 returning readiness to the Army and putting it on a positive  
6 path for the future.

7           I have been privileged to serve for 37 years with  
8 incredible soldiers, noncommissioned officers, officers, and  
9 civilians from the regular Army, the National Guard, and the  
10 Reserves.

11           And right now, I have seen we are part of an Army that  
12 is at a critical point. And I have seen the shift from  
13 irregular warfare to great power competition, and I believe  
14 we live in an information age and we cannot be an industrial  
15 age Army. And if confirmed as Chief of Staff of the Army, I  
16 will continue to deliver the most lethal and decisive land  
17 force in the world as part of a joint force. We will win by  
18 aggressively pursuing our priorities, our readiness,  
19 modernization, and reform. The Army's modernization efforts  
20 cannot be just about new equipment. They must include  
21 multi-domain operations concept at echelon, the six  
22 modernization priorities, and a 21st century talent  
23 management system. People are the Army's greatest strength  
24 and our most important weapon system. People will be my  
25 number one priority.



1           Winning requires unit cohesion, a cohesion built on a  
2 foundation of trained, disciplined, and fit soldiers who  
3 treat each other with dignity and respect. Therefore, I am  
4 committed to the eradication of sexual assault and  
5 harassment in our Army. I am committed to dramatically  
6 reducing suicides among those who serve and our Army  
7 veterans. The Army expects a lot from their soldiers and  
8 family. And really to maximize the readiness of our  
9 soldiers, they must know that the Army is caring for their  
10 families. I am committed to delivering critical services  
11 such as quality housing, health care, and child care.

12           If I am confirmed as the Chief of Staff of the United  
13 States Army, I look forward to working with this committee  
14 and Congress, and I will fulfill my responsibility on the  
15 Title X to recruit and retain the best soldiers, provide the  
16 best trained, best equipped, and best led Army prepared to  
17 deploy and be a careful steward of the resources on behalf  
18 of the taxpayers whom we all serve.

19           I am grateful for your consideration, and I look  
20 forward to your questions.

21           [The prepared statement of General McConville follows:]

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1 Chairman Inhofe: Thank you very much. Excellent  
2 statement.

3 I will make mine real short to set an example here.  
4 For those members who were not here when we started, we are  
5 going to try to get this over with, if possible, before the  
6 voting. If not, we can vote and stay longer if necessary.

7 First of all, the Army's stated objective for the  
8 sustained readiness model is to maintain 66 percent of the  
9 BCTs ready to fight tonight. I think we are all aware at  
10 the end of the last administration, we were down to 33  
11 percent. So I would say, is the Army making significant  
12 progress towards 66 percent? If so, what is the timeline?

13 General McConville: Yes, Senator. Over the last 2 and  
14 a half years, we have made significant progress improving  
15 the readiness of the United States Army. The timely,  
16 adequate and predictable and sustainable funding that we  
17 have had has made a difference, and we are well on the way  
18 to reaching that goal by fiscal year 2022.

19 Chairman Inhofe: That is good. That is good.

20 The last thing I want to mention is the surface-to-  
21 surface fires. You know, we were all distressed when it was  
22 not too long ago that it was stated that we were outgunned  
23 and outranged. We do not want to be outgunned and outranged  
24 again in the area of the precision fire missile and extended  
25 range, or the ERCA cannon. Where are we now and how are we

1 going to resolve that and get out of that posture so no one  
2 is ever going to be able to say that we are outranged and  
3 outgunned?

4 General McConville: Yes, Senator. The number one  
5 priority for the United States Army is long-range precision  
6 fires. We are developing the extended range cannon that is  
7 going to shoot 70 kilometers and much further than that.  
8 Also, at the operational level, we are developing a  
9 precision strike missile system. And at the strategic  
10 level, we are developing a strategic long-range cannon and  
11 hypersonic missiles. Future chiefs will no longer have to  
12 say that they are outgunned or outranged as we go into the  
13 future.

14 Chairman Inhofe: That is great.

15 Senator Reed?

16 Senator Reed: Well, thank you, Mr. Chairman.

17 Again, welcome, General McConville.

18 We did enjoy technological superiority over any of our  
19 potential adversaries. That has eroded tremendously. We  
20 all know that.

21 From your view, what are the biggest gaps and how is  
22 the Army going to close them?

23 General McConville: Yes, Senator. I think our biggest  
24 gaps is long-range precision fires. We certainly want to do  
25 that. Next generation combat vehicle, very, very key. We

1 need to replace the Bradley. On future vertical lift, we  
2 are looking at two aircraft, a future attack reconnaissance  
3 aircraft and a future long-range assault aircraft. We have  
4 got to get the network that can operate in a contested  
5 environment. And air and missile defense is absolutely key.

6 And finally, for our soldiers, we want to field them  
7 the best equipment to maintain their lethality.

8 Senator Reed: Throughout all of these is the, I will  
9 say, new, but it is the cyber dimension that threatens your  
10 ability to operate, to communicate, to command and control.  
11 Is that something that is woven into all of these different  
12 capabilities you are talking about?

13 General McConville: It is, Senator. You know, the  
14 concept that we are developing as part of modernization is  
15 multi-domain operations, and cyber is a critical domain. It  
16 is a critical domain in peacetime, in wartime, and every  
17 system that we are building has that concern going into it.  
18 And also, we are developing a cyber force to be able to  
19 compete with some of our adversaries today.

20 Senator Reed: Following on, we have great challenges  
21 and there are very significant risks. And frankly and  
22 honestly, the Army in the past has had some problems taking  
23 an idea and getting it into the field. We can name a number  
24 of systems. What are you doing to mitigate risk to ensure  
25 that what we want we can get?

1           General McConville: Well, Senator, what we have done  
2 -- and really with the authorities that you have given us --  
3 is we are trying before we buy or we are flying or driving  
4 before we buy. So we are working with industry. We are  
5 giving them a problem set. They are coming back with ideas.  
6 The ideas are helping us drive requirements. We are then  
7 prototyping to make sure we can achieve the level of  
8 technology, and then we are going into the acquisition  
9 process.

10           Senator Reed: Just let me follow up with two more  
11 questions, if I may.

12           Army Futures Command is the sort of focus of a lot of  
13 these efforts. What metrics are you using to evaluate the  
14 Army Futures Command? And related to that, of course, are  
15 the cross-functional teams because they are operating these  
16 cross-functional teams. And I presume you are going to be  
17 very much involved in the Army Futures Command as the Chief.

18           General McConville: I am, Senator. What we are using  
19 is really outcomes, and we are looking at how long it took  
20 us before to write requirements, how long it took us to  
21 prototype, how long it took that equipment to get into the  
22 soldiers' hands. And we are also looking at cost. Every  
23 dollar matters. And the more we can do to have competition  
24 in the process in the near term, the less it is going to  
25 cost.

1           Senator Reed: Well, General, again good luck. Thank  
2 you for your service.

3           Chairman Inhofe: Thank you, Senator Reed.

4           Senator Cotton?

5           Senator Cotton: Thank you, Mr. Chairman.

6           Thank you, General, for once again answering the call  
7 of duty for our nation.

8           The first two sets of questions here talked about long-  
9 range fires. I want to continue that because I think it  
10 emphasizes your point that it is the top modernization  
11 priority, especially in Europe and in East Asia.

12           The United States will withdraw entirely from the INF  
13 Treaty in August. So we are about 3 months away. What will  
14 the removal of that limitation on fires between 500  
15 kilometers and 5,500 kilometers mean for the Army's long-  
16 range fires plan?

17           General McConville: Senator, what that will mean is we  
18 have a precision range strike missile that has the  
19 capability to go beyond 500 kilometers, and that will allow  
20 us to do that. Our other systems are not guided by the INF,  
21 and so they will not have a factor in that.

22           Senator Cotton: How quickly will the Army be able to  
23 look into taking advantage that that restriction is finally  
24 removed to address this problem of our soldiers being  
25 outranged and outgunned?

1           General McConville:  Senator, we will look at that  
2 problem set right after the treaty decision is made.

3           Senator Cotton:  Okay.

4           Let us shift from long-range fires to much closer range  
5 fires, the SAW, the squad automatic weapon, the M249, has  
6 not been a top performer, you might say, for a long time.  
7 The Marine Corps is already starting to transition away from  
8 that.  I see about \$20 million on the unfunded priority list  
9 goes to the SAW.  Can you talk to us about what the Army's  
10 plan is going to be for the squad automatic weapon?

11          General McConville:  Yes, I can, Senator.  We have two  
12 problems going on right now, a next generation combat weapon  
13 for our squad and also a next generation carbine.  They are  
14 going to be a 6.8 millimeter weapon system.  They will  
15 provide the lethality for our soldiers that will allow them  
16 to engage at significant distances further than we have and  
17 also against targets that we cannot engage right now.

18          Senator Cotton:  Okay.

19          How quickly do you think we can field that out to the  
20 force?

21          General McConville:  Industry is really coming on  
22 board.  We will be firing those weapon systems this summer.  
23 And again, we are working closely with industry.  They are  
24 really accelerating their development processes.

25          Senator Cotton:  Okay, good.

1           Final set of questions. Over the last 18 years, field  
2   artillery and combat engineers often got impressed into  
3   doing infantry tasks in Iraq and Afghanistan for  
4   understandable reasons. Those are two pretty important  
5   branches in our Army if we have a major combat against a  
6   near-peer competitor. What is the health in terms of skill  
7   sets and professional development today of field artillery  
8   and combat engineers?

9           General McConville: Senator, one of the things that we  
10   have recognized is we have got to kind of shift the focus.  
11   Many of our engineers and artillery have been battlespace  
12   owners or they have been operating as infantry. We got to  
13   get them back to their core tasks, which is shooting  
14   artillery and it is doing combat engineer skills. And that  
15   is where our training is going right now. That is why our  
16   combat training centers have changed to allow them to do it,  
17   and that is where the home station training is going.

18          Senator Cotton: Okay, good. I think it is really  
19   important for shooting long-range fires especially in  
20   mobility and counter-mobility operations that we are getting  
21   those two branches back to basics after their very brave and  
22   sometimes extemporized service as infantrymen in Iraq and  
23   Afghanistan. Thank you, General.

24          Chairman Inhofe: Thank you, Senator Cotton.

25          Senator Shaheen?



1 Senator Shaheen: Thank you.

2 Congratulations, General, and congratulations to all of  
3 your family.

4 If Congress takes no action for this budget cycle, we  
5 will see domestic discretionary programs cut 11 percent  
6 across the board and defense programs cut 13 percent because  
7 the budget caps will kick back in. That would mean that the  
8 Department of Defense would have to operate at \$71 billion  
9 below the fiscal year 2019 levels.

10 Can you talk about what that would mean for the Army  
11 practically in terms of the progress that has been made on  
12 readiness?

13 General McConville: Yes, Senator. I think it would be  
14 devastating to the United States Army. We have made  
15 tremendous gains over the last 2 and a half years, as the  
16 Senator discussed, on getting the force ready. We are at a  
17 critical point in modernization. We are starting to bring  
18 on systems that we believe we must have for great power  
19 competition and really to avoid great power conflict. We  
20 would have to cut the force. We have grown the force back.

21 And finally, the quality of life for our soldiers and  
22 families would be impacted significantly.

23 Senator Shaheen: So Congress needs to reach a deal  
24 that does not put us back in that situation. Would you  
25 agree?

1           General McConville:  Senator, we need a budget and we  
2 need the budget we have requested.

3           Senator Shaheen:  Thank you.

4           Part of the budget proposal for fiscal year 2020  
5 includes \$5.9 billion for the European Deterrence  
6 Initiative.  Can you talk about how important that is in  
7 deterring Russian aggression and whether there are other  
8 resources or equipment needs that the Army would have to  
9 address the situation in Europe?

10          General McConville:  Yes, Senator.  The new National  
11 Defense Strategy talks about great power competition, and  
12 when we talk great power competition, we are talking about  
13 Russia and China.  And as we look at Russia, we are seeing  
14 some of the things that have been going on in Europe.  We  
15 have seen what happened in Ukraine.  We have seen what has  
16 happened in Georgia.  We are seeing some of the things that  
17 they are doing to influence democracies and their elections.  
18 And I think we need to have in place a strong deterrent  
19 force, and the way we do that is working with our partners  
20 and allies and also having forces present or an ability to  
21 react to any type of malicious behavior.

22          Senator Shaheen:  Thank you.

23          When you and I met -- and I appreciated the opportunity  
24 to sit down before this hearing -- one of the things we  
25 talked about was the operations of the Russians in the high

1 north. And one of the things they are doing is training,  
2 conducting military exercises in very cold regions. So that  
3 presents a challenge for our men and women who are serving  
4 as we think about the need to be able to operate in the high  
5 north and other very cold environments. And today the men  
6 and women of the Army Cold Regions Research and Engineering  
7 Lab, which is located in Hanover, New Hampshire, are doing  
8 great work to try and address future threats that we would  
9 face and how we would operate in those cold regions.

10 Can you talk about how important it is to make sure we  
11 have the technology to be able to operate in very cold  
12 environments?

13 General McConville: Yes, Senator. I believe we have  
14 the best soldiers in the world, but they need the best  
15 equipment in the world. And we can afford it. This  
16 country, if it is going to send young men and women into  
17 harm's way, they need to go with the best equipment. And as  
18 the situation shifts, as we shift to great power  
19 competition, as we shift to being concerned about the  
20 Arctic, then we need to provide our soldiers with the  
21 equipment they need to actually execute that mission.

22 Senator Shaheen: Thank you.

23 And finally, the Peacekeeping and Stability Operations  
24 Institute that has been at the Army War College in Carlisle  
25 I understand is being downsized and moved. And one of the

1 operations that was conducted there was the Army's plan for  
2 addressing the Women, Peace, and Security Act and what we  
3 need to do in the future to ensure that women are part of  
4 any peace negotiations.

5 Can you talk about whether the plan for how we will  
6 address WPS -- what will happen to that initiative and where  
7 it will move to?

8 General McConville: I know that the Secretary of the  
9 Army has received feedback on that. He is taking a look at  
10 the tasks and making an assessment on how we can still best  
11 accomplish those tasks, and there has not been a final  
12 decision yet on that.

13 Senator Shaheen: So there has not been a decision on  
14 where this is going to move -- the operation.

15 General McConville: I am not aware of the final  
16 decision by the Secretary of the Army and how that is going  
17 to play out.

18 Senator Shaheen: Thank you. Well, I hope whatever  
19 happens to the institute, that the piece that addresses how  
20 we deal with women at the table in negotiations is also part  
21 of that. Thank you.

22 Thank you, Mr. Chairman.

23 Chairman Inhofe: Thank you, Senator Shaheen.

24 Senator Rounds?

25 Senator Rounds: Thank you, Mr. Chairman.

1           Following the chairman and ranking member's lead, I am  
2 just going to ask one basic question and move forward and  
3 allow others to ask their questions as well.

4           General, your background has been such that you have  
5 understood the acquisitions process and you have watched it.  
6 You talked about the need to make sure that our young men  
7 and women are taken care of, and part of that means that  
8 they never enter into a fight that is a fair fight. We will  
9 always want to have the advantage. That means providing  
10 them with the best equipment and the most modern equipment  
11 that we possibly can.

12           The acquisition systems within the United States Army,  
13 as well as some of the other DOD branches, is lacking in my  
14 opinion. I would like to have you share with us a little  
15 bit with regard to the Army Futures Command, what we have  
16 learned from that process -- you have been actively involved  
17 in this acquisitions process -- and how we move forward with  
18 an acquisitions process based on what we are learning with  
19 the implementation of the Futures Command and what it means  
20 to these young men and women that wear the uniform.

21           General McConville: Yes, Senator. I would argue that  
22 before we had an industrial age acquisition system. It was  
23 linear. It took us a long time to get requirements in  
24 place, 3 to 5 years. Those requirements were very  
25 prescriptive to industry. They did not give them a lot of

1 room for innovation. It would take multiple years to get  
2 that system under contract, to test. And so the technology  
3 that we were delivering to our soldiers was usually late.  
4 Things had changed.

5 And so we need a much more agile acquisition system  
6 which the cross-functional teams and the Futures Command  
7 give us right now. We are able to turn requirements in  
8 weeks or months right now. We are able to bring industry  
9 in, have them prototype for us, experiment, show us what  
10 they have the capability to do. That drives the  
11 requirements, drives the competition, and we can field  
12 better equipment at less cost to our soldiers in a faster  
13 manner.

14 Senator Rounds: This might very well be an opportunity  
15 to upgrade or totally overhaul the acquisition systems based  
16 upon what we are learning with the Futures Command.

17 General McConville: I think it is, Senator.

18 Senator Rounds: Thank you.

19 Thank you, Mr. Chairman.

20 Chairman Inhofe: Thank you, Senator Rounds.

21 Senator Blumenthal?

22 And for the benefit of those individuals who have come  
23 in a little bit late, we are going to try to expedite the  
24 questions, try to get as much of this done before the votes  
25 begin.

1 Senator Blumenthal?

2 Senator Blumenthal: Thanks, Mr. Chairman.

3 Thank you, General, for your service and to all of the  
4 members of your very impressive family, for theirs.

5 You mentioned just now your concern about the quality  
6 of life -- you used that term -- for our nation's soldiers.  
7 As you may know, this committee has had several hearings  
8 with your predecessor about the quality of housing, which  
9 has been derelict in many parts of our country. And I think  
10 that sounds like a harsh word, but it is true in terms of  
11 the reports that we have received, testimony that we have  
12 had from some of those families, and some of what I have  
13 seen personally and I think others of my colleagues.

14 So I must commend General Milley for his focus on this  
15 issue and ask you whether you will bring the same kind of  
16 energy and attention to it and whether you have any specific  
17 plans, ongoing efforts.

18 General McConville: Yes, Senator. And as we have  
19 said, what happened with housing is totally, totally  
20 unacceptable. And as we look at different areas, we cannot  
21 outsource our responsibility as commanders. We cannot give  
22 it to a private company. We cannot say take care of our  
23 soldiers when it comes to critical things like housing, when  
24 it comes to critical things like health care. We have got  
25 to be there. We have got to have mechanisms in the

1 contracts that we write that allow commanders to make sure  
2 that their soldiers and families are being taking care of,  
3 and we are fixing that right now.

4 Senator Blumenthal: Thank you. And I would like to  
5 continue to follow up on this issue, but we are trying to  
6 move along in this hearing. So let me ask a couple of other  
7 questions on related areas, recruiting, which also relates  
8 to quality of life because that is one of the ways that we  
9 attract our best and our most able of the coming generation.

10 I know that the Army has encountered difficulty. I  
11 think that the recruiting goal was reduced from 80,000  
12 soldiers in 2018 to 70,000, which was the number achieved,  
13 if I am not mistaken about those numbers. So maybe you can  
14 tell me what kinds of strategies and tactics you hope to  
15 employ in this area. I noticed that one of your advance  
16 policy questions says that you are increasing efforts in 22  
17 focus cities, and maybe you can tell us about some of what  
18 you are doing.

19 General McConville: Yes, Senator. As I said, the  
20 number one kind of priority, really the number one strength  
21 of the Army is people. So we have to get extraordinary  
22 young men and women to serve. Only 29 percent of the young  
23 men and women in the country are qualified to serve. So we  
24 need to expose young men and women to the military.

25 79 percent of the recruits that come into the Army have



1 a military family member. Interestingly enough, what I just  
2 learned, 50 percent of the young men and women come in  
3 attend high schools, 11 percent of the high schools that  
4 have some type of junior ROTC program there.

5 So what we have to do -- the reason we are going after  
6 cities is there are a lot of cities that do not have a lot  
7 of military. Because of security requirements now, we live  
8 in gated communities and we do not want to become a family  
9 business. We do not want to become isolated from the  
10 American public. We want to give young men and women an  
11 opportunity to maybe do the most important thing that they  
12 will do in their life: serve their country.

13 Senator Blumenthal: I think that is a great approach,  
14 and anything we can do to help you -- I think any resources  
15 that we invest in that area would be very cost effective.  
16 We do not want the military to be a family business.  
17 Obviously, it is for your family to some extent, and it has  
18 been for a number of us on this committee who have been  
19 proud parents of military-serving children. But the health  
20 of the Army and of our military in general depends on  
21 diversity and engagement and involvement. And I thank you  
22 for your attention to it.

23 Thanks, Mr. Chairman.

24 Chairman Inhofe: Thank you, Senator Blumenthal.

25 Senator Scott?

1           Senator Scott: First and most importantly, thank you  
2 and your family for your commitment. Thank you for your  
3 commitment to the country and thank you for your absolute  
4 dedication. Congratulations on all your family's success.

5           What is your approach to managing and motivating all  
6 the people that you will be responsible for?

7           General McConville: I think my approach, Senator -- I  
8 actually have millennials and I think we need to manage  
9 their talents. And what I find is that the young men and  
10 women today -- they want to be part of something bigger than  
11 themselves. They want to make sure that they matter. They  
12 do not see themselves as interchangeable parts in an  
13 industrial age system. And so part of what we are trying to  
14 do right now is implement a 21st century talent management  
15 system that recognizes every person in the Army for their  
16 unique talents.

17           Senator Scott: Thank you.

18           Chairman Inhofe: Thank you, Senator Scott.

19           Senator King?

20           Senator King: Thank you, Mr. Chairman.

21           First, General, I want to commend the President for  
22 observing the little known clause in the Constitution that  
23 requires that the Army Chief of Staff be a Red Sox fan.

24           [Laughter.]

25           Senator King: You are the second in a row, and I think

1 this is a good tradition to uphold.

2           Secondly, I was in Iraq last week with Tammy Duckworth  
3 and Senator Johnny Isakson. When I got home, my wife said  
4 what impressed you about the trip. The very first thing was  
5 the quality of the people and the quality of those young  
6 people in the service, in the Army and in the Guard and  
7 Reserves, that were there is just stunning, the commitment  
8 that they have, the professionalism, the dedication under  
9 very difficult circumstances. You should be very proud of  
10 the young men and women under your command.

11           On a more specific question, you are working with the  
12 Marine Corps on the joint light tactical vehicle. I think  
13 that is a sensible way to go. And I guess my question is,  
14 can we follow up on that on the future vertical lift and  
15 long-range precision fires so that we are not co-designing  
16 or separately designing weapon systems that would be equally  
17 useful to both branches?

18           General McConville: We can. And the thing we have  
19 learned about joint programs, JLTV in specific, is when the  
20 services have similar requirements and we work together, we  
21 can purchase a lot, especially with the Army, the size of it  
22 is, and we cut down the costs and get them what they need.  
23 They are going to shoot artillery. We are shooting  
24 artilleries.

25           The other thing is we can take the lead if we do not

1 have the exact same requirements and at least pass on the  
2 technology as they move forward. They have certain  
3 requirements because of maritime operations where we may not  
4 be exactly the same, but we could do it very similar to what  
5 we do with special operations. We designed the CH-47 for  
6 the conventional Army, and then the 160th can come in and  
7 they can apply the certain specific capabilities they have,  
8 and that saves them a lot of money than developing their own  
9 aircraft.

10 Senator King: So you are going to try to follow though  
11 on these other weapon systems in terms of a joint  
12 production?

13 General McConville: Absolutely.

14 Senator King: Finally, if you go to what is the job of  
15 the Joint Chief, 10 United States Code 151(b) defines it.  
16 The first thing that comes up is military advisor to the  
17 President of the United States.

18 General McConville: Yes, it does.

19 Senator King: And I hope you can commit to this  
20 committee, to me, and to the country that you will bring to  
21 bear in that role all the wisdom, knowledge, experience that  
22 you have in order to be sure that the President is  
23 completely and fully informed of all the ramifications and  
24 implications of decisions that he or she may have to make.  
25 I think this is the most deep, fundamental role that you

1 have.

2 Will you make that commitment, General?

3 General McConville: Yes, Senator.

4 Senator King: Thank you.

5 Thank you, Mr. Chairman.

6 Chairman Inhofe: Thank you, Senator King.

7 Senator Ernst: Thank you, Mr. Chair.

8 And, General, it is good to see you today. Thanks so  
9 much for taking some time yesterday. And I want thank your  
10 family, a family of service and commitment. God bless you  
11 all. We certainly do appreciate it.

12 General, let us talk a little bit more about Army  
13 Futures Command. I know it has been brought up already, but  
14 very important. We had a great discussion about it  
15 yesterday.

16 The top-to-bottom force structure review is ongoing,  
17 and it does tackle one of our most pressing national  
18 security concerns, which is the Army's ability to fight in  
19 multi-domain operations with near-peer threats such as China  
20 and Russia.

21 So what findings do you anticipate most from this top-  
22 to-bottom review?

23 General McConville: Well, Senator, what I think is as  
24 we look at what great power competition is and we look at  
25 what China and Russia are doing in their areas of influence,

1 they are establishing anti-access/area denial, actually  
2 bubbles, and preventing us from maybe operating the way we  
3 have in the past with equipment we have in the past. And so  
4 we are going to have to respond to that. we are not going  
5 to necessarily maybe fight the way we used to fight. We are  
6 going to have to change the way we fight. We are going to  
7 have to change some of the equipment that we use, and we are  
8 going to have to retrain our people so they can start to  
9 think about the fight they have in the future. You know,  
10 there is an old adage about generals want to fight the last  
11 fight. We want to win the next fight in the Army.

12 Senator Ernst: That is right. Yes, thank you very  
13 much.

14 And last year, of course, the Army stood up an  
15 experimental unit to handle multi-domain operations  
16 specifically towards countering China. Can you talk about  
17 the specialized battalion's mission to disrupt, deny, and  
18 degrade enemy capabilities? And what is the outlook for  
19 that unit?

20 General McConville: Yes. The centerpiece is going to  
21 be a multi-domain task force. And we have stood up what we  
22 are calling -- we always have to have an acronym, but it is  
23 I2Qs. But really what it does, it deals with information,  
24 it deals with intelligence. It deals with cyber. It deals  
25 with electronic warfare systems and it brings them all

1 together with long-range precision fires and the command  
2 capability so we can compete in all the domains that we  
3 think we are going to be contested in.

4 Historically we worried about on the land, in the sea,  
5 in the air. Now we have to worry about cyber. We have to  
6 worry about space, and we have to worry about what is  
7 happening in the electromagnetic spectrum.

8 Senator Ernst: So the standing up of this experimental  
9 unit -- we see great things coming. Correct?

10 General McConville: Yes, we do.

11 Senator Ernst: Absolutely. Thank you.

12 We talked a little bit about AI yesterday. And Senator  
13 Peters and I have the Subcommittee on Emerging Threats and  
14 Capabilities. And my first hearing in that subcommittee  
15 this Congress was on artificial intelligence. How are some  
16 different ways the Army can utilize AI to make sure that our  
17 soldiers can maintain that competitive edge in a multi-  
18 domain fight?

19 General McConville: Yes, Senator. We see artificial  
20 intelligence as incredibly important. We have stood up a  
21 task force to get after that. We have taken the expertise  
22 that we have in our National Guard and Reserve and actually  
23 brought them on active duty to take advantage of that. We  
24 see a whole bunch of ways artificial intelligence can happen  
25 from helping us with preventive maintenance, making sure we

1 can predict cutting down on supplies. We can see it as  
2 helping us work through some serious problem sets as far as  
3 reducing the workload on our crews on the ground, working  
4 our crews that are actually in the targeting process.

5 But when it comes to artificial intelligence, we in the  
6 Army see having a person in the loop at all times, maybe not  
7 in the lead vehicle, maybe not in the lead aircraft. But  
8 there is going to be a person in the loop making those type  
9 decisions.

10 Senator Ernst: Fantastic.

11 And we also talked a little bit about talent management  
12 as well and using artificial intelligence in those areas.  
13 Just for the benefit of the others on the committee, we  
14 talked a little bit about utilizing some of that talent too  
15 within the Guard and the Reserve and how can we best manage  
16 our personnel and make sure that they are on a career path  
17 or in an MOS that is beneficial to everyone else. We talked  
18 about some different examples that we have had with soldiers  
19 we have worked with.

20 But can you maybe explain how we can work on that for  
21 the rest of the members?

22 General McConville: Yes, Senator. One of the things  
23 we are trying to do is move what I would call an industrial  
24 age personnel management system where we manage people by  
25 two variables -- you are a captain of infantry, you are a



1 sergeant of engineers -- and then start to capture all the  
2 talents of individual.

3 The person we put in charge of the artificial  
4 intelligence task force has a Ph.D. in computer science and  
5 artificial intelligence. He is actually masked by what his  
6 job is because he is in logistics. You know, we have had  
7 people that own engineering design firms that are supply  
8 sergeants.

9 So what we have to do is open up the aperture, find out  
10 what people's knowledge, skills, and behaviors is. And also  
11 we are putting a P on the end of it which is we want to find  
12 out what their preferences are, what they want to do and  
13 where they want to go. And we think this will maximize the  
14 talents of the force.

15 Senator Ernst: That is fantastic. Thank you very  
16 much, General. Thank you to your family as well.

17 Thank you, Mr. Chair.

18 Chairman Inhofe: Thank you, Senator Ernst.

19 Senator Jones?

20 Senator Jones: Thank you, Mr. Chairman.

21 General, thank you. Thanks for the time the other day.  
22 I enjoyed the chance to talk to you. I have to tell you,  
23 you know, we always see -- when generals come here to  
24 testify, we always have a row of people in uniform behind  
25 them, their aides and whatever. It is rare when we see an

1 entire front row taken up by family members in uniform. So  
2 congratulations to you. I know that they are as proud of  
3 you as you are of them. So thank you. Thanks to all the  
4 family for your service as well and especially your wife who  
5 probably has sacrificed more than anybody in this.

6 I want to follow up on a couple of things just real  
7 quick. One, let me follow up with what Senator King said.  
8 Senator Reed and I and Senator Shaheen were on a separate  
9 trip to Afghanistan and Iraq, and I just want to echo what  
10 he says. I was so impressed with the men and women over  
11 there and the commanders. It was really an amazing -- it  
12 was my first trip, an amazing trip over there. So  
13 congratulations to that.

14 You are, I know, aware of the situation involving  
15 privatized housing issues that the services, all the  
16 services, are facing across the country. In your written  
17 statement, you stated that if confirmed, you would ensure  
18 that the Army implements incentive fee performance metrics  
19 that more closely align customer service and work order  
20 completion of the award of quarterly incentive fees.

21 Can you do that effectively within the current  
22 structure of these contracts, or do you need to change the  
23 language? And are there other things that you can do or  
24 Congress can do to help in that situation? It is a real  
25 problem.

1           General McConville:  Senator, right now we have our  
2  lawyers working that, and we are making sure -- you know,  
3  the American taxpayers are paying for quality housing for  
4  our soldiers and families.  And these privatized housing  
5  companies need to provide that, and we need to have the  
6  capability to hold them accountable if they do not.  They  
7  are working very closely with us right now, and we are  
8  checking their papers, so to speak, and we are tracking them  
9  day to day on how many work orders go in, the life, health,  
10 and safety issues.  And we have opened up avenues through  
11 town halls and commanders checking the housing.  And we are  
12 going to make this work.  But we will come back if we need  
13 additional legislation to make that happen.

14           Senator Jones:  All right.  Thank you, sir.  Thank you  
15 very much.

16           We also spoke this week when we met about the  
17 importance of the speed in the acquisition process.  And at  
18 a recent Airland Subcommittee hearing, Lieutenant General  
19 Ostrowski mentioned multiple or repeated bid protests as  
20 something that can slow the acquisition process.  Do you see  
21 that is a problem here?  And are you considering any  
22 changes?  And, again, is there something that we can do to  
23 help speed that process along?

24           General McConville:  Well, Senator, we certainly do not  
25 want to deprive people of the ability to appeal decisions,

1 but when every single contract is protested, it does make  
2 the process more challenging.

3 Senator Jones: All right. Well, let us continue to  
4 talk about that and figure it out. As a lawyer, I agree  
5 with the ability to appeal, but I also understand that there  
6 are also frivolous appeals. They seem to be baked into this  
7 process now, and they very rarely succeed. And so I would  
8 like to try to continue that dialogue with you and your  
9 staff about what we can do to help fix that.

10 Mr. Chairman, I will yield the balance of my time.  
11 Thank you.

12 Chairman Inhofe: Thank you, Senator Jones.

13 Senator Hawley?

14 Senator Hawley: Thank you, Mr. Chairman.

15 General, congratulations again on your nomination. It  
16 was a pleasure to meet with you a couple of days ago. I  
17 look forward to working with you.

18 Let me ask you just a couple of strategic questions, if  
19 I might.

20 The 2018 Nuclear Posture Review warns that Russia would  
21 consider using a non-strategic nuclear weapon in the  
22 European theater in order to end a conventional war on terms  
23 favorable to it and goes on to direct the services to plan,  
24 train, and exercise to operate in the face of adversary  
25 nuclear threats and employment.

1           Can you give us a sense of how the Army is or should  
2 be, in your view, planning for operations under the threat  
3 or actual employment of nuclear weapons?

4           General McConville: Well, Senator, we do have a  
5 capability to operate in a nuclear, biological, or chemical  
6 environment. We certainly do not want to. We do not,  
7 within the Army, have any nuclear type capability to  
8 respond. And from our standpoint, we want to avoid those  
9 situations. We want to put things in place so that we never  
10 get to that level. But if it does come, then we will be  
11 prepared to operate in that environment.

12          Senator Hawley: Shifting theaters, let me ask you --  
13 Senator Cotton mentioned the INF Treaty. With the INF  
14 Treaty on its way out, I am interested in your thoughts  
15 about the Army's ability to use ground-based intermediate  
16 range missiles to hold Chinese forces in the Indo-Pacific  
17 theater at risk if Beijing should choose to attack one of  
18 our allies or partners. Do you have views on this?

19          General McConville: I do. I think we need to provide  
20 multiple options to our commanders and senior leaders as far  
21 as decision-makers, and we are developing systems to do  
22 that. So we are developing long-range precision fires that  
23 can actually engage ships and hold ships hostage. We are  
24 developing capabilities that can penetrate and integrate the  
25 air defense network that is set up there. And so those who

1 wish us harm, they just need to be aware we have those  
2 capabilities.

3 Senator Hawley: Very good. Thank you for that.

4 Last question. Back to the European theater. Can you  
5 give us a sense of how you see the Army's role in the  
6 European blunt layer, to use the terminology of the NDS, and  
7 particularly in a Baltic scenario?

8 General McConville: Yes, Senator. I see our role is  
9 working with our partners and allies in the area to provide  
10 a deterrent type capability. Really, it is the sum of the  
11 whole that gives us that deterrent capability. We have  
12 different types of forces. We have permanently stationed  
13 forces in Europe. We have rotational forces in Europe, and  
14 we have prepositioned systems in Europe. And they all come  
15 together with our NATO partners, with our friends and  
16 partners in the region to provide a deterrent force against  
17 potential great power adversaries.

18 Senator Hawley: Thank you very much.

19 And let me just say finally to your family, your sons  
20 and daughter, because I think I am not all that much older  
21 than you are, so thank you for your service. Thank you for  
22 choosing to do what you do. I know that your family could  
23 be doing a lot of things, and your children could be doing a  
24 lot of things with their time and talent. So thank you for  
25 choosing to serve your country. And what an incredible

1 example of service as a family. So thank you, General.

2 Thank you, Mrs. McConville.

3 Thank you, Mr. Chairman.

4 Chairman Inhofe: I am older and I appreciate the same.

5 [Laughter.]

6 Chairman Inhofe: Senator Duckworth?

7 Senator Duckworth: Thank you, Mr. Chairman.

8 General, welcome. And in fact, you reminded me of this  
9 when we saw each other a few weeks ago. But let me just say  
10 that in aviation -- and the chairman will appreciate this --  
11 a great landing is one you walk away from. A good landing  
12 is one that you can use the aircraft again. I argue that my  
13 last landing in Iraq 15 years ago was a good landing. But  
14 you were actually the commander to whom I was attached as a  
15 liaison officer, and you were the one who gave the command  
16 to blow up my aircraft in place. I am a little sore about  
17 that.

18 [Laughter.]

19 Senator Duckworth: And not allowing it to be  
20 recovered.

21 So I thank you for your incredible decades of service  
22 and, of course, for your family as well.

23 I do want to follow up on a subject we discussed in my  
24 office. As you know, we discussed logistics, and you said  
25 you too are a recovering logistics officer as I am. One of

1 my priorities is making sure that our renewed focus on great  
2 power competition -- we never forget that delivering  
3 capabilities required at the tip of the spear means very  
4 little if our nation lacks the transportation and logistical  
5 infrastructure necessary to both project and sustain  
6 operations across the globe.

7       If confirmed, how would you address maintaining this  
8 balance between resources at the tip of the spear but also  
9 making sure we have got the logistical support network  
10 required to support it?

11       General McConville: And thank you, Senator. You are a  
12 profile in courage. It is a true story. We did serve  
13 together in Iraq and overcame some incredible circumstances.  
14 So thank you.

15       As far as logistics, there is an old adage some  
16 attribute to Bradley, but amateurs study tactics and  
17 professionals study logistics. And logistics are absolutely  
18 key to us on the modern battlefield. We have to get our  
19 soldiers and equipment to the fight. We have got to have  
20 sealift to do that. And when we are at the fight, we have  
21 got to look at ways of being more efficient.

22       So we are developing engines that are more efficient  
23 and we are looking at other ways we can cut down on the  
24 fuel. We are going after additive manufacturing so we can  
25 develop parts that are in the forward and we do not have to



1 carry a whole bunch parts around and then take time. We are  
2 using artificial intelligence to help us with predictive  
3 maintenance so we can only fix the aircraft and the vehicles  
4 that we need to do that. And we are looking at autonomous  
5 capability for our vehicles so we can cut down on the  
6 convoys that are actually going and delivering the systems  
7 that we need.

8 Senator Duckworth: Thank you.

9 Continuing on this broad topic of sustainment, the  
10 Army's EW, electronic warfare, capabilities, particularly  
11 offensive capabilities, have not been a primary priority  
12 since the end of the Cold War. I understand that this is  
13 changing lately. Particularly in light of our intense focus  
14 on cyber and how these areas play into each other, we have  
15 had that discussion already.

16 Could you elaborate a little bit more on how you would  
17 directly change and what you would change to make sure  
18 electronic warfare does not remain a capability gap both in  
19 terms of offensive and defensive capabilities?

20 General McConville: Yes, Senator. A couple things.

21 One is on the people. We need talented people to go  
22 into the electronic warfare field, and what we have done is  
23 we have combined that into cyber so there is a career path  
24 for electronic warfare officers to progress up the line so  
25 they can look up and they have the potential to go the

1 general officer type chain with the cyber force.

2           The second thing is we were not contested for the last  
3 17 years in this environment. So, quite frankly, we did not  
4 invest in electronic warfare. We are doing that now. We  
5 are doing that in Europe. We are doing some rapid  
6 prototyping to get after those type systems. And we know we  
7 have work to do there, and we are investing in those  
8 capabilities through our Rapid Capabilities Office to make  
9 that happen.

10           Senator Duckworth: So in that career path, would you  
11 then have something like cyber be one of those specialties,  
12 for example, doing ILE education? If you go this, this is  
13 not going to stop you from a path towards pinning on a star.  
14 If you go this, this is one of those high value paths that  
15 you can take.

16           General McConville: Yes, Senator. That is how we are  
17 looking at it. We do want to have a path. Right now, cyber  
18 is a very hot career field. If you go into cyber, you can  
19 be a four-star general like Paul Nakasone. We have got to  
20 have the same type path for those professionals that go into  
21 that area. And it is very tied to what we call the  
22 information dominance area where cyber falls under that,  
23 information operations and electronic warfare. They are all  
24 in this group where that is who they will compete against,  
25 that is who they will be promoted against. They are not

1 going to be competing against infantry officers for  
2 potentials.

3 Senator Duckworth: Thank you.

4 Only 6 seconds, but I yield back, Mr. Chairman.

5 Chairman Inhofe: Thank you, Senator Duckworth.

6 Senator Sullivan?

7 Senator Sullivan: Thank you, Mr. Chairman.

8 And, General, good to see you. Thanks for the office  
9 call yesterday. I really appreciate your wonderful service  
10 to our country and that of your family and your children and  
11 in-laws. I am looking at the incredible service represented  
12 by the people behind you. I do have one minor  
13 disappointment is that none of them are wearing the uniform  
14 of the U.S. Marine Corps, but I will get over that. But in  
15 all seriousness, thank you, your whole family.

16 I would like to follow up on the chairman's questions  
17 about readiness. And I think it is important for everybody  
18 to remember, as recently as 2015 when a number of Senators  
19 on this committee just joined the U.S. Senate, we were still  
20 in this phase of cutting, cutting, cutting. I remember the  
21 Obama administration in 2015 wanted to cut and did cut  
22 40,000 additional Army active duty units. They tried to cut  
23 the 425 up in Alaska, the only airborne brigade combat team  
24 in the entire Arctic in the Asia-Pacific. Fortunately,  
25 General Milley saw that that was a bad idea. But he did

1 testify recently that in 2015, three of the 58 brigade  
2 combat teams were at the highest state of readiness for the  
3 U.S. Army.

4 How can we ensure that we do not go back to this  
5 irresponsible lack of readiness characterized by the second  
6 term of the Obama administration?

7 General McConville: Well, Senator, I just think we  
8 need to reinforce that we need to get the resources to the  
9 services that they need. It has got to be timely. It has  
10 got to be adequate. It has got to be predictable, and it  
11 has to be sustainable. You have given us that over the last  
12 2, 2 and a half years. We have made great gains, but if we  
13 go back, we go back to sequestration, we go back to  
14 continuing resolutions, those gains we made are going to be  
15 lost. And it takes time to make up for it. It just takes  
16 time.

17 Senator Sullivan: Well, we appreciate what you and  
18 General Milley and other members of the leadership of the  
19 U.S. Army have done to bring us back. We are not there yet.  
20 As the chairman of the Subcommittee on Readiness, we are not  
21 there yet, but we are not at three. We are at, I think, 28  
22 now, which is much, much better. So thank you for doing  
23 that.

24 This committee has focused increasingly on the  
25 strategic importance of the Arctic. Just yesterday, the

1 Secretary of the Navy testified in the House how we need to  
2 do much more and the Navy is planning to do much more in the  
3 Arctic. Our likely future adversaries, China, Russia, North  
4 Korea, all operate in cold weather Arctic mountain terrain.  
5 There have been numerous articles. "60 Minutes" just did a  
6 piece on the high north and the Russians being there.

7 I would like to submit for the record, Mr. Chairman,  
8 this very recent "National Interest" article entitled "Great  
9 Power Problems: Russia Wants Control of the Arctic Region."

10 Chairman Inhofe: Without objection.

11 [The information follows:]

12 [COMMITTEE INSERT]

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1           Senator Sullivan:  Senator Shaheen mentioned the  
2   important work being done in New Hampshire on technology  
3   research in the Arctic and the high north.  America, as you  
4   know, is an Arctic nation because of Alaska, and the best  
5   place in the world to train for the Arctic is in Alaska,  
6   JPARC and other areas.  And we are also very strategically  
7   located.

8           If confirmed, will you commit to looking at training  
9   more the -- the Army training more in Alaska to address some  
10  of the strategic Arctic issues that we are now facing,  
11  particularly with regard to adversaries, potential  
12  adversaries, like China, Russia, and North Korea?

13          General McConville:  I will, Senator.

14          Senator Sullivan:  And if confirmed, will you commit to  
15  visiting Alaska with me and working with this committee to  
16  address some of these strategic Arctic issues, not just in  
17  Alaska but throughout the entire Arctic region?  I know you  
18  are very familiar, General, with the massive buildup the  
19  Russians have in the Arctic with regard to new military  
20  bases, new ports, new airfields, new Arctic commands.

21          General McConville:  Yes, I will, Senator.

22          Senator Sullivan:  Thank you.

23          Thank you, Mr. Chairman.

24          Chairman Inhofe:  Thank you, Senator Sullivan.

25          Senator Peters?

1 Senator Peters: Thank you, Mr. Chairman.

2 General, thank you for your service and the commitment  
3 of all of your family members to the service as well.

4 General, yesterday morning, we met in my office, and I  
5 appreciate you taking time for us to talk about a variety of  
6 issues. But when we met, you highlighted that some of your  
7 experiences leveraging some of the unique capabilities the  
8 total Army force provided to you while you were deployed in  
9 Afghanistan. And I certainly believe that we need to  
10 leverage all DOD facilities and training areas, including  
11 those operated by the National Guard and Reserve, things  
12 that we talked about yesterday in my office.

13 For instance, Camp Grayling in northern Michigan, as I  
14 am sure you are aware, is the largest National Guard  
15 training center in the country. Grayling is a full-spectrum  
16 joint training center. It has 147,000 acres, three  
17 counties, substantial maneuver space, ranges, an airfield,  
18 modern support facilities as well. And every year the  
19 Northern Strike exercise at Camp Grayling and Alpena Combat  
20 Readiness Training Center brings thousands of service  
21 members from the entire joint force, as well as  
22 international partners. There are also opportunities to use  
23 Camp Grayling as a testing and training site for the next  
24 generation combat vehicle cross-functional team's work,  
25 which is just a few hours away in Warren, Michigan.

1           So my question for you, sir, is if confirmed, could you  
2 please detail how you envision capitalizing on all training  
3 areas and capabilities offered by the total force? So that  
4 includes those owned currently by the National Guard.

5           General McConville: I think, Senator, we are a total  
6 force Army. There are limited training areas when you look  
7 at the holistic requirements of the United States military,  
8 and if we have to expand, we want to make sure we keep that  
9 capability. And we need to invest in them to make sure they  
10 are available for today, and if we have to do something that  
11 is much larger, they are available for tomorrow.

12           Senator Peters: I read recent comments by Secretary  
13 Esper detailing the Army's plan to potentially convert  
14 another regular Army infantry brigade combat team to an  
15 armored brigade combat team while looking at making some  
16 other potential changes.

17           In 2005, when the Army conducted the modular force  
18 conversion, there were 34 National Guard BCTs, 10 of which  
19 were armored brigade combat teams. If we look at things  
20 currently, the National Guard has 27 brigade combat teams,  
21 but only five are armored brigade combat teams.

22           Last year, I know when the Army converted two of the  
23 units to armored BCTs, it was announced that they were  
24 chosen based on their current installations which provided  
25 extensive training areas and the ability to provide the



1 force protection.

2           So my question to you, sir, is as the Army continues to  
3 shape its force structure to integrate new technologies and  
4 systems, something I know you are very committed to, how do  
5 you plan to make future BCT conversion decisions is the  
6 first question. And second, will the training areas offered  
7 by the National Guard institutions like the one at Camp  
8 Grayling that I just mentioned to you -- will that play a  
9 factor in these decisions?

10           General McConville: They will, Senator. We have a  
11 long list of criteria that we take a look at when we go  
12 ahead and convert and what we will convert.

13           But one of the things we are really looking at as we go  
14 into the future is how do we organize for multi-domain  
15 operations. And that may be different. And we are doing  
16 experimentation right now. We are doing modeling. And we  
17 want to bring those capabilities once we get a good idea of  
18 what they are -- they may change the organizations we have.  
19 They may change the manning of the organizations, and those  
20 organizations need to be reflected both in the regular Army  
21 and the National Guard to accomplish those missions.

22           Senator Peters: Thank you, General.

23           Chairman Inhofe: Thank you, Senator Peters.

24           Senator Perdue?

25           Senator Perdue: General, thank you, and I appreciate

1 the time this week. Congratulations on surviving your  
2 pyramid of performance to be at the peak of your profession.  
3 And God bless you for your family. I have a suspicion,  
4 though, guys, that the true warriors on the front row are  
5 dressed in red today, not in black. So thank you all for  
6 being here and for your service.

7 General, I have two questions, for the sake of time.  
8 The first is the Navy issued a report in March of this year  
9 to Congress, and it was entitled "Sealift that the Nation  
10 Needs." And in that report, they talk about the sealift  
11 capacity declining, unless we do something about it, to less  
12 than half the capacity required by 2035. And they came up  
13 with a plan. And I want to just probe a little bit on this.  
14 They are talking about a three-legged plan. One is to buy  
15 used ships on the open market, retrofit them; build a new  
16 class of sealift ship, common hull auxiliary multi-mission  
17 -- only the military can come up with a name like this --  
18 common hull auxiliary multi-mission platform, or CHAMP. And  
19 then third is extend the life of the current capacity that  
20 we have right now. But there is a growing gap, and with  
21 regard to transferring -- I think the end strength you are  
22 recommending is somewhere around 540,000-550,000 troops. Is  
23 that correct, sir?

24 General McConville: That is correct.

25 Senator Perdue: So what is the Army doing right now to

1 anticipate this growing gap in terms of sealift capacity  
2 given the refocus on the threats in China that we are  
3 talking about today?

4 General McConville: Well, Senator, we are working very  
5 closely with TRANSCOM and the Department of Defense. And we  
6 are employing a concept called Dynamic Force Employment,  
7 which requires us quickly to move troops into the area that  
8 has potential problems. In order to do that, most of the  
9 Army is going to move by sealift. We are kind of agnostic  
10 where it comes from, the Navy or it is civilian or it is  
11 somewhere in between. But we know what our requirements are  
12 and we are laying down our requirements with the appropriate  
13 authorities to get that sealift and make sure it is not only  
14 here today but it is here tomorrow too.

15 Senator Perdue: How are you integrating with the Navy?  
16 General Lyons just a few weeks ago said that they can only  
17 provide about 65 percent of the demand today. Do you agree  
18 with that number?

19 General McConville: I am not an expert on exactly the  
20 sealift available. I will take that on, though.

21 Senator Perdue: Thank you, sir. If confirmed, I think  
22 this is something that I would like to have you guys follow  
23 up.

24 My main question today, sir -- and we talked about it  
25 this week. Thank you for the time. Over the last 45 years,

1 Congress has used continuing resolutions 187 times. 187  
2 times. 13 of the last 16 years up until 2018, the year  
3 started under a continuing resolution.

4 The last 2 years, though, were the exception. We were  
5 able to bypass and get the appropriations done such that we  
6 did not have to use a continuing resolution to fund the  
7 military. Because of that, readiness is on the comeback  
8 because of the focus on it and also because of consistent  
9 funding. Maintenance in our large platform assets is  
10 beginning to come back around because of continuity of  
11 funding.

12 And yet, as we sit here today, there are only 33 days  
13 left between now and 31 July, which is basically the end of  
14 the fiscal year. September 30 is the end of the fiscal  
15 year, but if the August break happens this year, we come  
16 back from break, there are only 10 working days left in  
17 September. There is no way that we are going to get defense  
18 appropriations done by September 30th.

19 Sir, how does that impact specifically your troops and  
20 your ability to regain readiness and also to rebuild the  
21 Army for today's demand?

22 General McConville: Well, Senator, what happens with  
23 the continuing resolution to the United States Army is we  
24 have about 85 new programs that cannot start without --

25 Senator Perdue: 89.

1           General McConville: About 85 programs that are all  
2 modernization programs that cannot start. There are about  
3 33 production increases that industry is ready to go that  
4 will not happen. Commanders will slow down training because  
5 they do not know how much money they are going to have in  
6 the future. So they will start to hedge, and they will not  
7 do the level of training that we want to do. All these  
8 things will impact our ability to keep our units highly  
9 trained, as we discussed. So the readiness is going to go  
10 down. The modernization is not going to happen. Quality of  
11 life is not going to happen. And all those are really  
12 critical for what we need for the Army.

13           Senator Perdue: If you are confirmed, would you help  
14 us and have your staff provide specific examples if October  
15 1 comes and we actually are under a continuing resolution  
16 then, sir?

17           General McConville: We will.

18           Senator Perdue: Thank you, sir.

19           Thank you, Mr. Chairman.

20           Chairman Inhofe: Thank you, Senator Perdue.

21           Senator Kaine?

22           Senator Kaine: Thank you.

23           And, General McConville, congratulations on this  
24 nomination, and thank you to you and your family.

25           I just have one topic I want to kind of get into with

1 you, and that is rules of engagement training for deployed  
2 units.

3 We are spread pretty widely around the globe, and we  
4 have activities in places where I think the rules of  
5 engagement are a little clearer. Afghanistan would be an  
6 example, but then also a more complicated environment,  
7 Syria, where we are focusing on ISIS but not necessarily on  
8 the Syrian Government or on Iranian militias in Syria or in  
9 Africa.

10 We have had a number of hearings where we have sought  
11 information about the death of the four U.S. troops in  
12 Niger, a very complicated situation that involved, I think  
13 the after-action report suggested, inadequate pre sort of  
14 deployment exercises there on the ground before the mission  
15 was undertaken, an inaccurate description of what the  
16 mission was that possibly led it to not get the vetting from  
17 the highest levels that it should have before we went  
18 forward.

19 But then there is even the issue of when we are  
20 accompanying the military like the military of Niger on  
21 their efforts, and we run into a force that at that point  
22 had not been designated under the 2001 AUMF as a hostile  
23 force to the United States. How do we deal with rules of  
24 engagement?

25 So I guess in your position, should you be confirmed,

1 talk a little bit about how you will approach the issue of  
2 rules of engagement training for deployed units depending  
3 upon these various contexts where we have troops engaged in  
4 hostilities or potential hostilities.

5       General McConville: Senator, I think we have to train  
6 when it comes to rules of engagement to the nuanced  
7 situations that our soldiers are going to run into. It is  
8 pretty simple when you are in combat against a state or a  
9 force wearing uniforms and they are a declared enemy, and  
10 there is no question who is who. It becomes very, very  
11 difficult for our soldiers, and we have to take a look at  
12 that, where we place them in the battlefield, what we allow  
13 them to do because we are always going to give them the  
14 capability for self-defense. So if we put them in a hostile  
15 situation, we want them to have the capability for self-  
16 defense. And at the same time, if we are going to put them  
17 on a patrol where they may make contact, we just got to  
18 think our way through that. And that has to be very well  
19 described. And if they are going to engage, the force that  
20 they are with may have the authority to engage but we may  
21 not. And so part of our role as commanders is not putting  
22 troops in places where they cannot adequately defend  
23 themselves without violating the rules of engagement.

24       Senator Kaine: Have you been involved at all in after-  
25 action discussions following the deaths of our four troops

1 in Niger about what changes we should make, whether it is  
2 rules of engagement or rules about predeployment training  
3 before missions like this are undertaken?

4 General McConville: We have described it. To me, what  
5 is really important is where we put our soldiers. If they  
6 are going to go to advise and assist, maybe they do not  
7 accompany. If we are going to have our soldiers  
8 accompanying forces into a possible hostile situation, we  
9 really need to think our way through what are going to be  
10 the rules of engagement.

11 Senator Kaine: And I think we have an obligation to  
12 give you some clarity too. I have been, as a member of the  
13 Foreign Relations Committee and this committee, very  
14 concerned about the 2001 authorization, that the enemy  
15 described there is pretty vague, and there was no notion in  
16 that statutory enactment of associated forces. But then  
17 there has been an administrative determination about  
18 associated forces and then a notice that comes to Congress  
19 about who is now deemed to be an associated force. And yet,  
20 in Niger, if my memory of the after-action report was  
21 accurate, the group that we came in contact with that day  
22 accompanying the Nigerien military had not even been  
23 designated as associated force at the time.

24 And so we should probably do our job and try to give  
25 our military some clarity too about exactly how we define



1 who an enemy is because you are right. It depends upon the  
2 place where our troops are active in kinetic activity. But  
3 if we are vague in describing who the enemy is, that can  
4 create real challenges at the level where people are  
5 deployed. So we owe you that.

6 I appreciate it and look forward to supporting your  
7 nomination.

8 Thanks, Mr. Chair.

9 Chairman Inhofe: Thank you, Senator Kaine.

10 Senator Blackburn?

11 Senator Blackburn: Thank you so much, Mr. Chairman.

12 And welcome, General. We are so pleased that you are  
13 here. And I have to say I am pleased that you are part of  
14 the 101st, and because of that, I reached out to some of  
15 those who are with the 101st to find out what they wanted to  
16 say as we look at this nomination for you.

17 General Winski, who is the current CG, had this to say:  
18 if you want things done, you call the 101. And every time  
19 that call came during his tenure, every mission was  
20 accomplished. Every standard exceeded. And through it all,  
21 he took great care of our soldiers and families.

22 And from Garrison Command Sergeant Major Jason Osborne,  
23 whom you know very well, he praised both you and your  
24 family, speaking to how you exemplify and live your life as  
25 you have led through Army values.

1 Chief Warrant Officer, retired, Dennis Peltz wrote  
2 about your care for him while his 9-year-old daughter  
3 battled leukemia and how deeply it touched him when you, his  
4 CG, continued to personally inquire.

5 And General Dick Cody that we all know and love. And  
6 he has previously had your current job as Vice Chief of the  
7 Staff of the Army. And he wrote that you are -- again, I am  
8 quoting -- a dynamic leader who always leads from the front  
9 morally, ethically, mentally, and physically. He praised  
10 your work in leading the much needed and sweeping changes in  
11 how our Army recruits, equips, and trains our soldiers for  
12 the great power threats that our nation now faces.

13 So these are all men who have been a part of the 101st,  
14 and we know the distinction that that division holds and you  
15 as the longest serving Eagle 6. And so pleased that you are  
16 here and that we can support you in this nomination.

17 Mr. Chairman, one of the things that I have had the  
18 opportunity to visit with the General on is our concern for  
19 how we are going to approach the plans to employ the future  
20 vertical lift and the threat that we have in that  
21 environment and the concerns that exist there, also looking  
22 at the integration as we are looking to integrate Signet and  
23 EW and cyber and how that is going to be prioritized.

24 And as you go through the confirmation process, as we  
25 are sure you will be successful there, and move into your

1 new position, we are going to continue, on behalf of the  
2 soldiers and the men and women in uniform, to discuss with  
3 you these items that are so vitally important to making  
4 certain that we are there when it comes to great power  
5 competition, that we are going to be ready to fight in the  
6 21st century. And so we wish you well in your new  
7 endeavors.

8 I yield back.

9 Chairman Inhofe: Thank you, Senator Blackburn.

10 Senator Gillibrand?

11 Senator Gillibrand: Hi, General McConville. How are  
12 you?

13 General McConville: Fine, Senator.

14 Senator Gillibrand: I just received a report today,  
15 which we are going to spend a lot of time talking about  
16 because it is really important to me and the service members  
17 who will serve under you. We just got the SAPRO report for  
18 this year, and the results of sexual violence in the  
19 military ranks unfortunately continue to go up. We have a  
20 prevalence rate that went up by over 6,000 incident rates.  
21 This is the armed services estimation of prevalence rate.

22 We have data on numbers, and I have the data for the  
23 Army for you so you can know. Your rate of sexual assault  
24 prevalence rates for women by services in the Army has gone  
25 up from 44 percent up to 5.8 percent. So that is the

1 percentage of women within the Army who were sexually  
2 assaulted last year in the 2018 survey. So you are going in  
3 the wrong direction.

4 Now, this is something that you must take  
5 responsibility for because it is an issue of climate. The  
6 Department of Defense also put together an analysis of risk  
7 patterns, as well as an analysis of the impact of climate on  
8 sexual assault, leading factors for DOD members.

9 There has been an increase overall for percentage of  
10 all members who experienced unhealthy climate. This is your  
11 job. This is the chain of command's job. You set the tone.  
12 The people who report to you need to perform. If they do  
13 not, you need to dismiss them or make sure that they are  
14 punished appropriately. Right now, 24 percent of women say  
15 they are experiencing an unhealthy climate today. That is  
16 an increase. 6 percent of men are saying they experience an  
17 unhealthy climate. The odds of experiencing sexual assault  
18 when the climate is unhealthy: for women, 1 in 5; for men,  
19 1 in 12. So climate is your responsibility as the  
20 commander. You set the tone.

21 Now, another chart that I want you to see, just so you  
22 know where these sexual assaults are happening. They tend  
23 to be lower in rank. The bright red area is where you see  
24 the most amount of sexual assault. It is hitting highest at  
25 E-3s. So chain of command is way up here. You are O-6 and

1 above. You are the convening authority. You are the ones  
2 who get to decide whether a case needs to go forward. So  
3 from your perspective, things might be perfect. It is lower  
4 down in the chain of command.

5 And we have heard from survivors the reason they do not  
6 report as often as they could is because they do not believe  
7 the chain of command will have their back because their  
8 assailant is typically higher up in the chain of command.  
9 So they do not have the faith that the O-6 and above, who  
10 are the convening authorities, will actually have their  
11 back. You need to study this as well.

12 Do you know who is at the highest risk? Younger women,  
13 highly at risk. If you are 17 to 20 years old, the risk  
14 today, given the increase, the odds of experiencing sexual  
15 assault is 1 in 8. 1 in 8. If you are 21 to 24 years old,  
16 1 in 11. 36-plus for the oldest, more senior women, still 1  
17 in 56. So we have a huge problem on our hands.

18 Now, what angers me the most, General, is that for the  
19 last 25 years, every Secretary of Defense has told this  
20 body, told the American public we have zero tolerance for  
21 sexual assault. I have been working with my colleagues for  
22 the past 5 years to change how we treat these crimes, to  
23 professionalize it, to make sure we have more senior  
24 prosecutors who have more experience in prosecuting the  
25 case. Well, the most disturbing fact that I have just

1 received is the percentage of cases that are moving forward  
2 by 0-6 or above decision-making is going down. Equally as  
3 disturbing, the percentage of cases that are ending in  
4 conviction are going down.

5 I am tired of excuses. I am tired of statements from  
6 commanders that say zero tolerance. I am tired of the  
7 statement I get over and over from the chain of command, we  
8 got this, ma'am. We got this. You do not have it. You are  
9 failing us. The trajectories of every measurable are now  
10 going in the wrong direction.

11 To have an increase, to have an estimated 20,000 cases-  
12 - the statistics I am looking at are as bad as they were  
13 when I started advocating for reforms. It is  
14 unconscionable. Past year prevalence of sexual assault for  
15 women in the military is 6.2 percent. 6 years ago when we  
16 started to raise this issue for you to begin to address it,  
17 it was 6.1 percent.

18 We have to do better, and I expect you to show strong  
19 leadership on this. It is your responsibility to make sure  
20 the men and women who serve, who will sacrifice their lives  
21 for this country, are protected. Their assailants are  
22 typically within the service.

23 I find this to be your responsibility, General. Will  
24 you take this as seriously as you would as if it is was your  
25 daughter in that 17 to 20-year-old service member list?

1 Will you take this as seriously if it was her?

2 General McConville: Yes, Senator.

3 Senator Gillibrand: Thank you.

4 Chairman Inhofe: Thank you very much.

5 With that --

6 Senator Wicker: Mr. Chair? I will be glad to close  
7 the hearing if you would like to go vote.

8 Chairman Inhofe: Okay. What we are going to do right  
9 now -- first of all, I would like to have had a chance and  
10 had the time to come back and get your family -- to get to  
11 know you better. I am so proud of all of you. And you have  
12 done a great job in this session.

13 So with that, I think that Senator Reed and I -- I  
14 assume you have already voted.

15 Senator Wicker: No, but I just saw some stragglers  
16 going in. I think I will be able to ask my one quick  
17 question.

18 Chairman Inhofe: You are in charge. How is that?

19 Senator Wicker [presiding]: Thank you for indulging  
20 that, Mr. Chair and Mr. Ranking Member.

21 And, General, thank you so much for being here. I  
22 think you are a good choice.

23 I wanted to nail something down that I think has been  
24 alluded to earlier today.

25 We have struggled and worked hard and succeeded over

1 the last 2 years in restoring some of the power of our armed  
2 forces and recovering from the disastrous sequestration that  
3 all of us, frankly, have our fingerprints on. Republicans  
4 and Democrats, members of the administration, and those  
5 outside all share a little bit of the credit for what took  
6 place during that time. And over the past 2 years, we have  
7 begun to get back to where we ought to be.

8 You do agree with that. Do you not?

9 General McConville: I do, Senator.

10 Senator Wicker: I try at every opportunity to point  
11 out that sequestration, the BCA as people in uniform like to  
12 call it, is the law of the land and will go back into effect  
13 later on this year unless we change the statute. In my  
14 view, that would be utterly disastrous and amount to a  
15 reversal of what we tried to do the last 2 years in  
16 recovering from this.

17 Also, there is always the opportunity of having to  
18 operate under a continuing resolution.

19 In your judgment, General, looking at the job you are  
20 about to embark on, what would be the effect of a CR on your  
21 ability to continue to strengthen the United States security  
22 posture and also what would be the effect of sequestration?

23 General McConville: Well, Senator, I think  
24 sequestration and a continuing resolution would be  
25 devastating to the United States Army. I say this because,



1 as you said, we have made great gains in readiness. Those  
2 gains in readiness would be reversed. We must modernize the  
3 Army right now for great power competition. We have  
4 received the funds to do that. That modernization would  
5 halt. We would have to reduce our end strength, lay off  
6 soldiers because we would not be able to maintain the  
7 current end strength that we have. And the quality of life  
8 of our soldiers and their families would be seriously  
9 impacted if we went back to sequestration and we had a  
10 continuing resolution.

11 Senator Wicker: And I think you and I could both agree  
12 that sequestration would be even more disastrous than the CR  
13 because it gets us back to a funding level that is clearly  
14 unacceptable.

15 But on the continuing resolution, that takes away all  
16 of the certainty that you need to plan for the fiscal year.  
17 Is that not correct?

18 General McConville: It does. It leads to tremendous  
19 inefficiencies in how we do business in the Army. And as  
20 far as how we want to modernize them, we cannot do anything  
21 new. We have about 88-90 programs that we will not be able  
22 to start that we need for our modernization effort. We have  
23 about 33 production increases we need to support our  
24 warfighters. That will not happen. Commanders will start  
25 to hedge on how they spend money because they do not know

1 what is coming down the road. Industry will be --

2 Senator Wicker: Because they will have to.

3 General McConville: Oh, absolutely because they will  
4 not know. They will not know exactly when they are going to  
5 get money.

6 And then at the end of the year, when it comes to  
7 contracting, it is not the most efficient way to do it  
8 because we rush when we see the money at the end of the year  
9 to actually be able to execute those type of -- financial  
10 transactions actually become much less efficient.

11 Senator Wicker: Well, thank you for sticking around  
12 and letting me put an exclamation point on that very  
13 important information.

14 Thank you very much for your service. And I might say  
15 you are backed up today by a very good-looking team.

16 And let me check and see if there are any magic words  
17 that we need to say before the hearing is closed.

18 With that, the hearing is closed, and thank you very,  
19 very much.

20 [Whereupon, at 10:49 a.m., the hearing was adjourned.]

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