

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONSIDER THE NOMINATION OF
HONORABLE CHRISTINE E. WORMUTH
TO BE SECRETARY OF THE ARMY

Thursday, May 13, 2021

Washington, D.C.

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1 HEARING TO CONSIDER THE NOMINATION OF HONORABLE CHRISTINE E.
2 WORMUTH TO BE SECRETARY OF THE ARMY

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5
6 U.S. Senate

7 Committee on Armed Services

8 Washington, D.C.
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10 The committee met, pursuant to notice, at 9:30 a.m. in
11 Room SD-G50, Dirksen Senate Office Building, Hon. Jack Reed,
12 chairman of the committee, presiding.

13 Committee members present: Senators Reed [presiding],
14 Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King,
15 Warren, Peters, Manchin, Duckworth, Rosen, Kelly, Inhofe,
16 Wicker, Fischer, Cotton, Rounds, Ernst, Tillis, Sullivan,
17 Cramer, Scott, Blackburn, Hawley, and Tuberville.
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1 OPENING STATEMENT OF HON. JACK REED, U.S. SENATOR FROM
2 RHODE ISLAND

3 Chairman Reed: Let me call the hearing to order.

4 Good morning. The committee meets this morning to
5 consider the nomination of Ms. Christine Wormuth to be
6 Secretary of the Army.

7 On behalf of the committee, I want to thank you for
8 your willingness to return to public service. Thank you
9 very much.

10 I also want to welcome your husband, Mr. Drew Kuepper
11 and your mother, Mrs. Deanna Wormuth, who are with us this
12 morning. And I would like to acknowledge your daughters,
13 Rachel and Madeleine, and other family members who I am sure
14 would have liked to have been here in person, but because of
15 pandemic restrictions, are proudly watching from home. We
16 thank them for their continued support of your service to
17 our nation.

18 Finally, I want to recognize and thank former Secretary
19 of Defense Chuck Hagel, who will be introducing Ms. Wormuth
20 this morning. Thank you, again, Mr. Secretary, for your
21 service and your presence.

22 As we consider Ms. Wormuth's nomination, I note that
23 she has a wealth of experience in defense and national
24 security policy spanning 25 years both, in and out of
25 government. She has served in multiple senior leadership

1 positions at the Department of Defense as well as with the
2 highly public policy research organizations, including her
3 recent tenure at the RAND Corporation.

4 I also want to acknowledge the historic nature of this
5 hearing. If confirmed, Ms. Wormuth would be the first woman
6 to be the Secretary of the Army and I am pleased that we
7 have finally reached this moment.

8 Ms. Wormuth, as Secretary of the Army your primary
9 responsibility will be the manning, training, and equipping
10 of Army forces to ensure that the service is capable, in
11 conjunction with other branches for provides for the defense
12 of the United States. In the process of providing forces to
13 combatant commanders, you will need to navigate the
14 perpetual tensions amongst mobilization, modernization, and
15 readiness.

16 The Army is fundamentally about people. The Chief of
17 Staff of the Army, General McConville, has committed the
18 Army being a people-first organization, not just for
19 soldiers, but their families, Army civilians, and veterans.
20 To be a people-first organization, the Army must show
21 commitment through its policies and practices.

22 However, a trip I took to Fort Hood with Senator Inhofe
23 deepened my concern about the cohesion of the force. The
24 military continues to show the strain of two decades of
25 continuous deployments. The Fort Hood report showed that

1 too many commanders do not know their troops and too many
2 troops do not trust their commanders, and issues such as
3 racism, extremism, sexual harassment, and sexual assault
4 have, in too many instances, gone unchecked.

5 Ms. Wormuth, these are issues that will require your
6 direct and immediate attention and I would ask that you
7 share with the committee this morning how you plan to
8 address these issues.

9 Historically, the Army has struggled to effectively
10 modernize. The establishment of Army's Futures Command and
11 the associated reorganization of related commands inject a
12 tremendous energy into modernization efforts and Congress
13 has provided the service-wide latitude to make programmatic
14 and structural changes and has supported the Army's efforts;
15 however, creating such new authorities as created tensions
16 between civilian and military acquisition officials. As
17 Secretary of the Army, you will face difficult decisions on
18 these modernization efforts. You will need to be clear-eyed
19 in defining the Army's appropriate role within the Joint
20 Force and multidomain operations and you will need to ensure
21 that the spirit and intent of civilian control of the
22 military is appropriately executed.

23 Lastly, the Army must continue to improve its readiness
24 in the context of long-term strategic competition. I
25 applaud the Army's ongoing focus on large training

1 exercises, including the Defender series in Europe and in
2 the Pacific and its leadership in the Project Convergence
3 series. These large-scale events not only test system
4 capabilities and exercise critical skill sets to include
5 mobilization and deployment of the force, they also
6 facilitate joint and coalition training, reflecting how we
7 would fight in future operations.

8 The Army has also introduced ReARMM, Regionally Aligned
9 Readiness and Modernization Model, to synchronize all Army
10 components across regions and provide predictability to the
11 formations under U.S. supervision, regular Army, National
12 Guard, and the Army Reserves. This effort has great
13 promise.

14 Ms. Wormuth, it is confirmed you entered an Army in
15 transition and will face China as the pacing threat,
16 revanchist, near-peer land threats in Europe, and
17 counterterrorism requirements remaining in the Middle East
18 and Africa. These challenges will require a thoughtful
19 resolute leadership.

20 Thank you, again, for your willingness to serve our
21 nation. I look forward to your testimony.

22 And now let me recognize the ranking member, Senator
23 Inhofe.

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1 STATEMENT OF HON. JAMES INHOFE, U.S. SENATOR FROM
2 OKLAHOMA

3 Senator Inhofe: Thank you, Mr. Chairman.

4 And Ms. Wormuth, it is great to have you here today.
5 We look forward to your confirmation, and it is nice to see
6 Chuck Hagel back, too. So, we look forward to your
7 introduction.

8 As I have often said, the world is the most dangerous
9 place. We all understand that now. We face the threats we
10 have not faced before. Our competitors have gone to school
11 in the American way of war and they are rapidly modernizing
12 their militaries to exploit our vulnerabilities.

13 We are all aware that China and Russia, combined, has
14 spent more to modernize their militaries than we are. Now,
15 you are the first Service Secretary nominee to come before
16 us and we have a couple of Army guys up here, so we have a
17 little bias in this, and I would tell each one of you, if
18 you are given insufficient resources to meet the mission, we
19 are here to help.

20 But we do not have time for that sort of question and
21 drama when our adversaries, especially the Chinese, are
22 outpacing us. Each of the services should be focused on
23 providing the forces and combatant commanders in need to
24 keep up the pace.

25 The Army has quite a lot to contribute in the 2018 NDS.

1 You and I talked about that. Your commitment to this
2 blueprint is very impressive and I do appreciate that. I
3 have been pleased with the Army to drive and adapt a new
4 operational challenges in the INDOPACOM from the developing
5 in new land-based strike options to standing up multidomain
6 task forces. We wrote the Pacific Deterrence Initiative
7 last year, in part, because we are not present enough in the
8 Western Pacific and the Army understands that.

9 So, we look forward to your testimony and look forward
10 to serving with you.

11 Thank you, Mr. Chairman.

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1 Chairman Reed: Thank you, Senator Inhofe.

2 Now, it is my privilege and pleasure to introduce
3 former Secretary of Defense Chuck Hagel to introduce Ms.
4 Wormuth.

5 Mr. Secretary?

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1 STATEMENT OF CHARLES "CHUCK" HAGEL, FORMER SECRETARY
2 OF DEFENSE

3 Mr. Hagel: Good morning, Chairman Reed, Ranking Member
4 Inhofe, and members of the committee.

5 I appreciate the opportunity to introduce Christine
6 Wormuth in support of the President's nomination of her to
7 be Secretary of the Army. As Senator Inhofe just noted, a
8 few of us have had some experience with the Army and as an
9 old Army sergeant, it is truly a privilege to introduce the
10 President's nominee for Secretary of the Army to the Armed
11 Services Committee.

12 You all have Ms. Wormuth's bio and impressive work
13 record over many years in varied national security
14 positions, so I am not going to repeat what you already
15 have; instead, I am going to tell you a little bit about how
16 I know her, how I have worked with her, my experience with
17 her, and my knowledge of Ms. Wormuth.

18 I have known and worked with Christine Wormuth since
19 February 2013 during my time at the Pentagon as Secretary of
20 Defense, but I have known who she was through my previous
21 positions as a United States senator, co-chairman of the
22 President's Intelligence Advisory Board, and chairman of the
23 Atlantic Council.

24 When I became Secretary of Defense in February 2013,
25 Ms. Wormuth became an important part of my team. She held

1 the position of Deputy Under Secretary of Defense for
2 Strategy Plans and Forces. She worked closely with Under
3 Secretary of Defense Jim Miller and the Deputy Under
4 Secretary, Kathleen Hicks, who this committee has just
5 recently confirmed to be the Deputy Secretary of Defense.

6 In early 2014, I recommended to President Obama that he
7 nominate Ms. Wormuth to replace Under Secretary Miller,
8 since he was leaving, as well as Deputy Under Secretary
9 Hicks. The President nominated her and she was confirmed by
10 this committee in mid-2014.

11 Under Secretary Wormuth and I worked closely on many
12 issues. Her experience, leadership, and good judgment were
13 essential to fulfilling the serious responsibilities that
14 DOD had during that time and don't have. Ms. Wormuth led
15 the 2014 Quadrennial Defense Review, working closely with
16 the chairman and vice chairman of the joint chiefs of staff
17 and the military services.

18 Her leadership was especially important during the
19 Ebola crisis in 2014 and 2015, where she worked closely with
20 the Army, AFRICOM command, the White House, and all the
21 intergovernmental agencies involved with the Ebola effort.
22 Ms. Wormuth's leadership and long experience was critical to
23 helping the Army to further develop and strengthen its
24 capabilities, its vision, and also understand and lead its
25 role, what the Army's role was during these developing

1 times, during a period of great power competition;
2 particularly, its warfighting concepts, strategies,
3 capabilities, and needs for the future.

4 While serving as the senior director for defense policy
5 at the National Security Council before joining DOD, she
6 worked closely with Secretaries Gates' and Panetta's teams
7 on the 2012 defense strategic guidance, which revised DOD's
8 strategy and signaled to rebalance to the Asia Pacific.

9 Her extensive efforts working on suicide prevention,
10 sexual assault, and harassment, and support to military
11 families and veterans, and all "quality of life" issues for
12 our military and their families were particularly
13 impressive. When I told Ms. Wormuth that I intended to
14 recommend her to President Obama to be Under Secretary of
15 Defense for Policy, I also told her that I intended to
16 recommend to the President that Bob Work be Deputy Secretary
17 of Defense and Mike McCord be Under Secretary Controller.
18 The point was, I wanted a team that would work closely
19 together. She never wavered from that commitment and was an
20 effective and respected leader as a strong member of a very
21 impressive team.

22 In February 2015, I awarded Christine Wormuth the
23 Distinguished Public Service Award, which as you all know,
24 is the highest award that can be given to political
25 appointees. In this citation, I said, and quote, Ms.

1 Wormuth played a vital role, leading the Department's
2 efforts to degrade, destroy, the Islamic State of Iraq and
3 the Lavan, regularly providing strategic advice to the
4 Secretary of Defense, engaging with members of the
5 interagency to formulate policy and briefing members of
6 Congress of key developments amid a significant budget
7 uncertainty that we were dealing with at the time.

8 Ms. Wormuth was a critical voice in the Department
9 deliberations aimed at aligning the Department's strategy
10 with its resources. After Ms. Wormuth left the Pentagon at
11 the end of the Obama administration in 2017, she took on new
12 senior director roles at the Atlantic Council and RAND,
13 where I, again, worked with her as a member of the Atlantic
14 Council's international board of directors and RAND's board
15 of trustees.

16 As I noted in my introduction of Mike McCord on Tuesday
17 morning, the indispensable requisites of leadership are
18 character, integrity, courage, and judgment. If any of
19 these are missing, the journey will not end well. If the
20 person does not possess a sense of humanity and decency,
21 they are not fit for leadership.

22 Christine Wormuth possesses all of these essential
23 requirements and the successful experience to warrant her
24 confirmation. I am proud to introduce Christine Wormuth
25 this morning.

1 Thank you, Mr. Chairman, Ranking Member Inhofe, for
2 allowing me to present my introduction of Ms. Wormuth for
3 your consideration of President Biden's nomination of her to
4 be Secretary of the Army. Thank you.

5 [The prepared statement of Mr. Hagel follows:]

6 [COMMITTEE INSERT]

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1 Chairman Reed: Well, thank you very much, Mr.
2 Secretary. I particularly want to thank you for your
3 service as a sergeant, probably the high point of your
4 contribution to the United States of America. I say that as
5 someone who cannot claim that distinction as being an NOC in
6 combat. Thank you very much.

7 Ms. Wormuth, your statement, please.

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1 STATEMENT OF HON. CHRISTINE WORMUTH, NOMINEE TO BE
2 SECRETARY OF THE ARMY

3 Ms. Wormuth: Good morning, Chairman Reed, Ranking
4 Member Inhofe, and distinguished members of the committee.
5 I am deeply honored to come before you today as President
6 Biden's nominee for Secretary of the Army.

7 I am grateful for your consideration of my nomination
8 and I am also very grateful to this committee for its long
9 and bipartisan commitment to our national security.

10 Thank you, Secretary Hagel, for being here in person
11 today and giving me such a lovely introduction. It was a
12 privilege to work with you when you were Secretary and it is
13 a particular honor to be introduced today by the first and
14 only old Army sergeant who was also Secretary of Defense.
15 If confirmed, I hope to follow your example of leadership
16 that never lost sight of the brave military members and
17 their families who serve our nation and who are at the heart
18 of everything we do in the Army and Department of Defense.

19 To my husband Drew, a retired Navy officer, don't hold
20 it against him, a thank you for your love, optimism, and
21 support, no matter what comes our way. My daughters, Rachel
22 and Madeleine, are off in college now, but they are always
23 in my heart. I have been blessed with a strong and
24 wonderful family who has taught me to strive, lifted me up,
25 and modeled service to others.

1 Thank you, Mom, for being here today and every day and
2 thank you, Jennifer, for all that you do as a caring and
3 capable surgeon.

4 My mother's father, Arthur Dean Wilkens, was a World
5 War II Army veteran. My father-in-law, Bill Kuepper, served
6 in the Army during the Korean War. My sister serves today
7 in the U.S. Army Reserves and my step son-in-law serves in
8 the National Guard.

9 While I have not served in uniform, I chose to serve in
10 a different way: as a career civil servant in the
11 Department of Defense and, later, I had the honor of serving
12 as Under Secretary of Defense for Policy. It has been the
13 privilege of my career to work alongside and see firsthand
14 the sacrifices soldiers and their families make, as well as
15 all they achieve when answering the Nation's call time and,
16 again. I could not be more humbled and proud to have the
17 opportunity to serve as Secretary of the Army and to ensure
18 that we continue to provide the Army with what it needs to
19 succeed.

20 Title 10 gives the Secretary of the Army many
21 responsibilities, but fundamentally, the job of the
22 Secretary is to lead the Army, to lead change in the Army,
23 to be a strong advocate for the value of land power both,
24 inside and outside the Department of Defense, and to build
25 strong relationships with you, Congress, who ultimately

1 provides the argumentative with the authorities and
2 resources it needs to fulfill its mission.

3 If confirmed, I will focus each and every day on these
4 solemn responsibilities, working closely with the Chief of
5 Staff of the Army and other Army leaders. I will strive to
6 always provide candid and considered advice to Secretary
7 Austin and Deputy Secretary Hicks in matters affecting the
8 Army.

9 More than any time in my professional life, the United
10 States appears to be at a strategic inflection point. We
11 have a window to make needed changes to ensure that the Army
12 continues to be the best fighting force in the world, but
13 that window will not be opened indefinitely.

14 If confirmed, my goal will be to help the Army continue
15 to transform to be able to compete, deter, and if necessary,
16 fight and win. Together with this committee and others, we
17 need to carefully examine our operational concepts, align
18 them to meet the challenges posed by the adversaries we
19 face, use them to drive what new advanced capabilities we
20 acquire and then organize, train, and equip our soldiers to
21 employ these capabilities successfully in competition and
22 conflict, if necessary.

23 The Army has embarked on its most ambitious
24 modernization program in 40 years to enable it to stay ahead
25 of the challenges posed by the realities of high-intensity,

1 technologically advanced warfighting. Seeing these
2 modernization programs through successfully, while
3 maintaining readiness to meet the demands of current
4 operations, will be a top priority for me, if confirmed.

5 Fundamental to the Army's readiness is its people:
6 Army soldiers, whether active, guard, or reserve, their
7 families, Army civilians, and our Army veterans.

8 General McConville and former Secretary McCarthy place
9 the Army's people at the center of their efforts and if
10 confirmed, I intend to prioritize the full range of people
11 issues. To ensure our soldiers and civilians have the best
12 quality of life possible, I will strive to continue
13 improving our Army housing, healthcare, childcare, and
14 spouse employment opportunities. I will focus on ensuring
15 the Army can recruit, develop, and retain the diversity of
16 talent it needs to remain the world's premier land force,
17 and I will do everything in my power to ensure we have a
18 healthy command climate at every Army installation that
19 foster's Army values and ensures the well-being of our
20 people.

21 There is no place in our nation's Army for sexual
22 harassment and assault, domestic violence, extremism, racism,
23 or other harmful behaviors that inhibit readiness.

24 Members of the committee, if confirmed, I will seek to
25 lead as a hands-on Secretary that works closely with the

1 Army's uniformed leadership at all levels, empowers our
2 staff, models ethical and transparent leadership, and who
3 demonstrates everyday care for the entire Army team. I will
4 be the strongest possible advocate for the Army inside the
5 Pentagon and out.

6 And finally, I would consult closely with this
7 Committee, because without regular and constructive dialogue
8 and partnership, we will not succeed in transforming the
9 Army to meet future challenges.

10 I look forward to your questions and thank you again
11 for opportunity to be with you today.

12 [The statement of Ms. Wormuth follows:]

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1 Chairman Reed: Thank you very much, Ms. Wormuth.

2 There are a series of standard questions that we must
3 ask of the nominees. Would you appropriately respond?

4 Have you adhered to applicable laws and regulations
5 governing conflicts of interest?

6 Ms. Wormuth: Yes.

7 Chairman Reed: Have you assumed any duties or taken
8 any action that would appear to presume the outcome of the
9 confirmation process?

10 Ms. Wormuth: No.

11 Chairman Reed: Exercising our legislative and
12 oversight responsibilities makes it important that this
13 committee, the subcommittees, and other appropriate
14 committees of Congress receive testimony, briefings,
15 reports, records, or other information from the Executive
16 Branch on a timely basis.

17 Do you agree, if confirmed, to appear and testify
18 before this committee when requested?

19 Ms. Wormuth: Yes.

20 Chairman Reed: Do you agree to provide records,
21 documents, and electronic communications in a timely manner
22 when requested by this committee, its subcommittees, or
23 other appropriate committees of Congress and to consult with
24 the requestor regarding the basis for any good faith delay
25 or denial in providing such records?

1 Ms. Wormuth: Yes.

2 Chairman Reed: Will you ensure that your staff
3 complies with deadlines established by this committee for
4 the production of reports, records, and other information,
5 including timely responding to hearing questions for the
6 record?

7 Ms. Wormuth: Yes.

8 Chairman Reed: Will you cooperate in providing
9 witnesses and briefers in response to congressional
10 requests?

11 Ms. Wormuth: Yes.

12 Chairman Reed: Will those witnesses and briefers be
13 protected from reprisal for their testimony or briefings?

14 Ms. Wormuth: Yes.

15 Chairman Reed: Thank you very much and, again,
16 welcome, Ms. Wormuth.

17 You are on the verge of being responsible for the
18 manning, training, equipping, and modernization of the Army
19 and to support combatant commanders for their requirements.

20 How do you see your policy and strategy background
21 contributing to your ability to serve this role.

22 Ms. Wormuth: Well, Senator, I have had the opportunity
23 over the course of my career on a number of occasions to
24 think about what kind of a National Defense Strategy we need
25 and then think about what that means in terms of the kinds

1 of capability and forces that our nation needs to have to
2 fulfill that strategy and meet the needs of the strategy
3 that we need at the time.

4 So, I have had the opportunity the time to work through
5 Quadrennial Defense Reviews, probably more than I care to
6 remember, and to work closely with all of the services, but
7 certainly closely with the Army in particular to think about
8 what kinds of capabilities we need and how best to organize
9 those forces and how to train and equip them.

10 I have also had the opportunity to, again, work closely
11 with the services as it has had to strike the difficult
12 balance sometimes between meeting the demands of current
13 operations while also preparing for the future and ensuring
14 readiness, even in very difficult times during
15 sequestration. So, I think all of those experiences would
16 serve me well if I were confirmed as Secretary of the Army.

17 Chairman Reed: Thank you. As you indicated in your
18 statement, and as I indicated in my statement, sexual
19 harassment and sexual assault remain very significant issues
20 under the force. And as I indicated, Senator Inhofe and I
21 had the opportunity to travel to Fort Hood and what we
22 discovered was the prevention program, the education
23 program, the shock program, as designated by the Army, was
24 basically nonexistent, but below the brigade level. It was
25 a check the box. It was, I think, a major, contributing

1 factor.

2 And one of the major issues that you have it deal with
3 is prevention. Adjudication is important, but I would
4 rather prevent the crime than bring the accused to justice.
5 But what are your thoughts on how to increase the focus on
6 prevention?

7 Ms. Wormuth: Senator, I very much share your view that
8 we need to do more in terms of preventing sexual harassment
9 and sexual assault. I think that the Army has begun to
10 focus on that more through creation of this is my squad
11 framework, if you will. It is really more of a mindset, as
12 I understand it, but it very much comes from a place of
13 trying to do a much better job of educating our soldiers
14 that we are all on the team and on the squad together. I
15 think that initiative will be helpful in terms of restoring
16 a much healthier command climate.

17 I think using the cohesion assessment teams that the
18 Army has stood up to go out and survey, you know, other
19 installations to try to get ahead of the kinds of problems
20 that we saw at Fort Hood would be a good step.

21 But if confirmed, I would want to look at what more
22 could be done. In my own experience, think there are types
23 of training that could be helpful with prevention and I am
24 not talking here about, you know, more PowerPoint slides
25 that people just sort of go to mental screen saver on. I am

1 talking about training that is much more hands on and gets
2 people involved in scenarios and talks to people about
3 bystander training, because I think that is something else
4 that we want our soldiers to, if they see something
5 happening, be part of stopping it.

6 Chairman Reed: Well, thank you very much.

7 If one of your advanced policy questions response, you
8 referenced a potential risk if the authority and flexibility
9 in modernization programs is too far removed from the actual
10 production of the platform or item, there could be a
11 situation where we are not wisely investing in such a
12 program.

13 So, given the ambitious timeline for fielding new
14 equipment, what steps would you take to manage the risks
15 across this program?

16 Ms. Wormuth: Senator, this is something, if confirmed,
17 I very much want to be hands-on, as I said, in my statement.
18 I think that the standup of Army Futures Command was very,
19 as you said, you know, put a lot of energy around the Army's
20 modernization programs. But I think to try to make sure
21 that we keep our programs on schedule and at the cost that
22 we have been planning for, I will want to look carefully at
23 the work of the cross-functional teams, and I would, in
24 particular, like to see the Assistant Secretary of the Army
25 for Logistics and Technology, that part of the staff work

1 very, very closely with Army Futures Command. I think there
2 has been some friction there and I would like to do
3 everything possible to make sure the whole team is working
4 together, given the challenges in the program.

5 Chairman Reed: Thank you very much.

6 Senator Inhofe, please?

7 Senator Inhofe: Thank you, Mr. Chairman.

8 And thank you, I want to say to our witness for giving
9 me the time, I had a chance to visit last week, and as we
10 discussed during that time, I think we can all agree that
11 the 2018 NDS with its emphasis on great power competition,
12 as we discussed in my office, accurately assesses the
13 current strategic environment and the Army will continue to
14 play a major role in this environment.

15 Now, back in 2014, the defense review of that year, it
16 recommended cutting the size of the Army based on the lack
17 of threat from Russia. Now, the first mention of Russia in
18 that document says the U.S. is willing to undertake
19 security, cooperation with Russia.

20 Well, times have changed and the situation has changed,
21 and I would ask a two-part question. One, as logistics
22 become more contested, including cyber threats, do you think
23 that those assumptions should be changed today and has the
24 evolved threat from Russia changed your thinking on what
25 kind of Army the nation needs?

1 Ms. Wormuth: Thank you, Senator Inhofe.

2 I will take the second question first, if I may. You
3 are absolutely right, circumstances have changed with
4 Russia. I think we see, you know, I think of Russia as
5 being a rogue nation that is something of a risk taker with
6 Vladimir Putin at the head and I think we need to be very
7 mindful of the challenges that Russia poses. It is one of
8 the few nations that poses an existential threat to the
9 United States and I think as we have seen recently in its
10 aggressive behavior right at Ukraine's border that this is
11 something we need to watch very carefully.

12 And I think there is very much a role for the Army in
13 particular in Europe to provide a strong deterrent to make
14 Russia think twice about any kind of aggressive action
15 against NATO, for example. So, I support the forward
16 headquarters of Fifth Corps, for example, in Poland. I
17 would like to keep working through the European Deterrence
18 Initiative to further strengthen our posture, vis-a-vis,
19 Russia.

20 And to your point on contested logistics, I think it is
21 fair to say there is a much greater appreciation today than
22 there was in 2014 for the possibility of the challenges
23 associated with projecting power from what I would call a
24 disrupted homeland. So, logistics, and that is one of the
25 reasons there is a joint concept underway for contested

1 logistics. I think we would want to carefully examine
2 assumptions around logistics in the ongoing strategy review.

3 Senator Inhofe: Great response. I appreciate that.

4 The other area, there have been a lot of changes. In
5 2018, the Army leadership identified six essential
6 modernization priorities and since then, the Army has
7 realigned over 35 billion to fund these modernization
8 priorities. Now, there have been a lot of changes, but I
9 would ask the question, now based on the 2018 NDS, do you
10 agree that the Army's assessment that long-range, precision
11 fires is still the top modernization priority?

12 Ms. Wormuth: Senator, I am pretty comfortable with
13 that assessment. I think the long-range, precision fires
14 portfolio is a very important one in the Army's overall
15 modernization program and it is particularly important in
16 the Indo-Pacific, although, it is also relevant, vis-a-vis,
17 Russia, as well.

18 Senator Inhofe: Thank you.

19 Thank you, Mr. Chairman.

20 Chairman Reed: Thank you very much, Senator Inhofe.

21 Senator Shaheen, please.

22 Senator Shaheen: Congratulations, Ms. Wormuth on your
23 historic nomination and thank you for your willingness to
24 come back into public service.

25 You mentioned the fact that your stepson, you said is a

1 member of National Guard and you also talked about the
2 importance of the people of our military and our Army; they
3 are the reason that we have been so successful. I am
4 concerned that over this past year, we have witnessed the
5 National Guard really deployed virtually nonstop to handle
6 pandemic relief, civil disturbances, to administer vaccines,
7 protect the U.S. Capitol, a whole myriad of activities.

8 In New Hampshire, we have had over 900 Guard members
9 who have deployed to support our COVID relief efforts. We
10 could not have gotten through this last year without them.
11 They have been consistently on deployment for more than 400
12 days and we also just sent a battalion to, a unit from the
13 1st Battalion, 169th Aviation Regiment to Kosovo and of that
14 unit, 10 had previously been deployed, and one was on a
15 sixth deployment.

16 So, as we think about what we need and the important
17 role of our National Guard, are you concerned with those
18 prolonged, high-operational tempo of deployments and have
19 you given any thought to what we might do to address the
20 impact on those Guard members and their families?

21 Ms. Wormuth: Thank you, Senator for that question.

22 First of all, I want to take the opportunity to just
23 thank the National Guard for the tremendous work that it has
24 done in the past year, in particular; as you said, they have
25 really stepped up in a time period that has been difficult

1 for all of us. So, thank you to all of our National Guard
2 for everything they have done.

3 I am, of course, concerned about the possibility that
4 there are, you know, unreasonable or unhelpful demands on
5 the National Guard, as well as the Reserves, so if I were
6 confirmed, I would want to look closely at, you know, with
7 General Hokanson, Chief of the National Guard Bureau, to
8 look at exactly how that strain is manifesting and whether
9 his assessment is that there is undue stress on the force.

10 I think, you know, we have to be, particularly with our
11 citizen soldiers, we have to be mindful of the fact that
12 they are balancing their service in our military with their
13 civilian careers and their responsibilities with their
14 families, and, frankly, from a recruiting and retention
15 standpoint, if we are overly taxing the Guard or the
16 Reserves, that can be damaging for recruiting and retention.

17 So, it is something that I would want to look into and
18 I think there are tools to help manage places where there is
19 undue strain. And that is something that also, the new
20 ReARMM readiness model, I think will be helpful in trying to
21 make the requirements more predictable for folks in the
22 Guard and the Reserve.

23 Senator Shaheen: Well, thank you.

24 One aspect of that is the complexity of retirement,
25 healthcare, and education benefits that the Guard receives,

1 and as you know, there is a difference between when they are
2 deployed on State orders under Title 10, Title 32, and the
3 complex healthcare transitions that are caused by going off
4 and on different orders. So, do you think we should re-
5 examine those benefits and would you commit to being part of
6 an effort to take a look at those and see how we can better
7 ensure that Guard members know not only what is expected of
8 them, but what they can receive as a result of what they are
9 doing.

10 Ms. Wormuth: Senator, if I were confirmed, I would be
11 happy to look into the status of the benefits and how they
12 are provided and whether that makes sense. I know we have
13 done a tremendous amount in recent years to try to shrink
14 the number of different duty statuses just to sort of help
15 us with that, and I would be happy to look into the issues
16 that you have raised and come back and talk with you.

17 Senator Shaheen: Great. Thank you.

18 Thank you very much, Mr. Chairman.

19 Chairman Reed: Thank you, Senator Shaheen.

20 Senator Cotton, please.

21 Senator Cotton: Thank you, Mr. Chairman.

22 Ms. Wormuth, congratulations on your nomination.

23 Thanks for your, really lifetime of service in the
24 Department in your many different roles and to your family
25 for their many different family members who have served the

1 country in uniform, as well.

2 As you prepare to take over the Army, I want to
3 highlight something that was troubling recently to me in the
4 news. The Army University Press has published guidance that
5 they will no longer use the term Union Army in their
6 publications when writing about the Civil War. I think this
7 is political correctness run amok.

8 U.S. Grant, of course, in his memoirs, frequently wrote
9 about the term Union Army and I think that we can all agree
10 that Unconditional Surrender Grant knows a little bit more
11 about Civil War history than do bureaucrats at the Army
12 University Press.

13 So, could I get your commitment today that you are
14 going to insist that the Army in all of its educational and
15 academic roles is going to reflect our common understanding
16 of our history and not write terms like Union Army out of
17 academic papers or books?

18 Ms. Wormuth: Senator Cotton, I certainly grew up
19 learning about the Union forces, myself. If I am confirmed,
20 I would be happy to look into this and make sure that we are
21 not writing the term Union forces out of our history.

22 Senator Cotton: Thank you. I think most normal
23 Americans who learn their Civil War history in ninth grade
24 and are proud of what men like U.S. Grant and William
25 Sherman did would be glad to hear that, as well.

1 Can I also get a commitment on professional military
2 education, that we will make sure that it is focused on what
3 our senior leaders need to know to perform their roles, to
4 lead their troops, and especially face off our main
5 adversaries, countries like China and Russia?

6 Ms. Wormuth: Yes, absolutely. I am a firm believer
7 that our professional military education is essentially;
8 frankly, particularly as we are moving into a period of
9 great power competition where so many of our officers have
10 spent the last 20 years focused on learning about issues in
11 the Middle East, it is essential in my view that the PME
12 curricula be reoriented to make sure that we are teaching
13 our officers what they need to know about the challenges
14 that they will face.

15 Senator Cotton: Thank you. Turning to programmatic
16 matters, unfortunately, I think you are going to be
17 presiding over the Army during a period of budgetary
18 constraints. When you look at the Army's key modernization
19 priorities, which one of those do you think are the most
20 important to prioritize if you are facing a constrained
21 budget?

22 Ms. Wormuth: Well, Senator Cotton, as I said, I
23 generally share the Army's current assessment that the long-
24 range, precision fires priority is the top priority, but
25 there is also a lot of interdependence among the six big

1 categories. So, I will want to, if, in fact, there is a
2 requirement to make hard choices, I will want to look very
3 closely across the entire modernization program.

4 Senator Cotton: Why do you think it is the long-range,
5 precision fires that is the most urgent or the highest
6 priority?

7 Ms. Wormuth: Well, I think, Senator, it is the highest
8 priority in my view because of the need to address the anti-
9 access area denial challenges that we face in both, uniform
10 and Indo-Pacific. And given the quite sophisticated
11 integrated air defenses that we will likely be facing, I
12 think it behooves us to develop capabilities that allow us
13 to strike targets from very long distances.

14 Senator Cotton: I agree, especially in the Western
15 Pacific. That is one reason why I think it was so important
16 that we finally leave the INF Treaty because China has built
17 up thousands and thousands of missiles. And although many
18 people of a potential conflict with China as primarily being
19 driven by the air and naval battle, obviously, you can carry
20 a lot more rounds in the magazine, so to speak, from ground-
21 based precision fires. That would be the Army's domain.

22 Another possible budgetary constraint you could see is
23 if the Department of Defense, not the Department of the
24 Army, overall top line is constrained and there are urgent
25 priorities that can no longer being postponed in the Air

1 Force and the Navy, then the Army may end up having money
2 taken out of its hide. Maybe the easiest place to come down
3 there is the reduction in in-strength number of troops.

4 What are your thoughts on the current in-strength and
5 where it needs to be in the future?

6 Ms. Wormuth: Well, Senator, first of all, I would say,
7 you know, I don't think anyone would be well served by
8 looking at the Army as something of just a bill payer.

9 Senator Cotton: I don't either, but I am afraid that
10 that might be the direction it is going if the budget comes
11 in where it has been reported.

12 Ms. Wormuth: And because that is my view and because I
13 will be a very strong advocate for the Army, if confirmed,
14 you know, I think I would look very carefully and be quite
15 skeptical of proposals to make major cuts to force
16 structure. I would not want to see us return to the days of
17 15-month-long deployments and regular use of stop-loss. So,
18 I will certainly be a strong advocate for the Army, in the
19 event that we have to make hard choices.

20 Senator Cotton: Thank you. One final question. And I
21 have raised this with your predecessor. I raised it with
22 General Milley when he was the chief and with General
23 McConville. Their hearings will be your wingman.

24 The Army has all these great modernization priorities.
25 Soldiers don't want to ride around in a next-generation

1 combat vehicle. They want to ride in a Bradley or an
2 Abrams. They don't want to shoot an extended, long-range
3 cannon. They want to shoot a Paladin. They don't want to
4 fly in Future Vertical Lift. They want to fly in an Apache
5 or a Blackhawk.

6 Can you commit to me, as your predecessors did, General
7 McConville and General Milley, that we are going to give
8 these things good names that motivate our soldiers, as
9 opposed to long bureaucratic names?

10 Ms. Wormuth: Senator, absolutely.

11 Senator Cotton: There are a lot of great generals like
12 Pershing and Eisenhower and Grant and Sherman. A lot of
13 great young soldiers who have won the Medal of Honor over
14 the years. Soldiers need to be motivated by the glorious
15 history of their Army. They don't need to be riding around
16 in vehicles with acronyms --

17 Ms. Wormuth: Acronyms.

18 Senator Cotton: -- that are unpronounceable.

19 Ms. Wormuth: Yes, Senator.

20 Senator Cotton: Thank you.

21 Chairman Reed: Thank you, Senator Cotton.

22 Let me recognize Senator Kaine, please.

23 Senator Kaine: Thank you, Mr. Chair.

24 Ms. Wormuth, great to visit with you. Congratulations
25 on your nomination. I would like to ask you to start off

1 and just talk about the Army's progress on dealing with the
2 military housing challenge. You and I talked and I feel
3 like the Army might have been suffering the most difficulty
4 in this area, but I have been pretty pleased with how the
5 Army has moved out on dealing with the challenge.

6 Please give me your assessment of where we are and what
7 we need to do to continue to make progress.

8 Ms. Wormuth: Thank you, Senator.

9 I think the Army did undertake a pretty large
10 reorganization to get its arms around the very significant
11 problems that it was having in housing by making the Army
12 Materiel Command and underneath that, the Installation
13 Management Command, responsible for keeping their eye on
14 this issue every single day. So, our three-star at IMC
15 meets with the heads of the privatized companies on a weekly
16 basis to go over exactly which houses are being worked on at
17 particular installations. We now have, I believe, quarterly
18 town halls with soldiers and their families at major
19 installations to give people the opportunity to talk about
20 concerns they have in their housing.

21 I think these have been good steps forward and, if
22 confirmed, I would want to continue to have that very
23 regular focus and a lot of very close cooperation with the
24 companies that are handling the privatized housing.

25 Senator Kaine: Thank you for that.

1 Last week, my colleague, Senator Sullivan and I had a
2 hearing in the readiness subcommittee and one of our
3 witnesses, Dr. Ray O'Toole is the acting director of
4 operational tests and evaluation. He told us something that
5 shocked both of us. Basically, all of the weapons programs
6 that they evaluated in fiscal year 2020, none of the weapons
7 programs they evaluated in fiscal year 2020 were survivable
8 against relevant cyber threats.

9 I have been on the readiness subcommittee for over 8
10 years and we get routine reports on service readiness,
11 measured in terms of equipment, personnel, and training;
12 however, we don't measure how ready our forces or weapons
13 systems are to counter cyber threats.

14 If confirmed, will you work with the committee to make
15 sure that the Army is prepared to meet cybersecurity threats
16 and even examine the question of whether our readiness
17 metric should start to include assessments of how capable we
18 are to meet those threats?

19 Ms. Wormuth: Senator, if confirmed, I would be pleased
20 to work with you and the committee on this issue. I am
21 greatly concerned, frankly, by the threats that we face in
22 the cyber domain. All you have to do is look at the long
23 gas lines that are probably happening in your neighborhood
24 right now as a result of the Colonial Pipeline and, you
25 know, I think those kinds of threats are a serious issue

1 both, to the integrity of the modernization programs that we
2 have underway, as well as to the integrity of our secure
3 communication networks. So, I would be very happy to work
4 with you.

5 And cybersecurity is something, that if confirmed, I
6 will take very seriously.

7 Senator Kaine: The last question -- have is about
8 Army's arsenals. I am pretty involved in shipyard
9 optimization in my work with the Navy, given the heavy Navy
10 presence in Virginia, but my sort of more top line
11 understanding of our Army arsenals is that there is also
12 significant need for investment and modernization in those
13 arsenals.

14 What can you tell me about how you would prioritize
15 that issue, should you be confirmed?

16 Ms. Wormuth: Well, Senator, my understanding, based on
17 a variety of war games that I have had the opportunity to
18 participate in, for example, underscore to me that munitions
19 are going to be incredibly important and having sufficient
20 inventories of munitions. So, I would certainly be
21 interested in looking at our arsenals and the Army and
22 making sure that they are ready to do what we need them to
23 do.

24 Senator Kaine: Thank you very much. I look forward to
25 supporting your nomination.

1 I yield back, Mr. Chair.

2 Chairman Reed: Thank you very much, Senator Kaine.

3 Let me recognize, via Webex, Senator Rounds.

4 Senator Rounds: Thank you, Mr. Chairman.

5 Ms. Wormuth, first of all, let me just say thank you
6 for taking the time to visit with me last evening. I really
7 did appreciate the discussion that we had.

8 I want to identify just two areas that I would like to
9 get your thoughts on and I will allow you to share your
10 concepts of how we move forward. And I think Senator Kaine
11 start talking about the cybersecurity. I would like to
12 follow-up specifically with regard to the direction from the
13 MBAA that was passed in fiscal year 2020. It said that each
14 military department secretary would appoint an independent
15 principal cyber advisor. This critical advisor may not
16 assume any other position or responsibility in the military
17 department, must be independent of the service chief's
18 information officer, and must also advise the service's
19 senior uniformed officer. This advisor must have a seat at
20 the table during senior leader meetings and forums to ensure
21 cybersecurity measures, actions, programs, and policies are
22 synchronized and coordinated and basically brought into the
23 framework and fabric throughout the Department.

24 I would like you to share with us your thoughts on that
25 and I would really like your commitment that, if confirmed,

1 you will get back to us within your first 60 days in office
2 to review the Army's implementation of this mandated
3 requirement.

4 Ms. Wormuth: Thank you, Senator Rounds.

5 I would be very pleased, if confirmed, to come back
6 with you and talk in detail about Army's current cyber plans
7 both, on the capability side and also on the security side.

8 If confirmed, I would intend to work very closely with
9 my principal cyber advisor. I think creation of that
10 position in each of the services was very beneficial. You
11 know, frankly, the cyber domain, again, is an area in my
12 experience where we really need to have some more
13 specialized expertise. So, I think having someone advise me
14 and be able to work closely with me would be very, very
15 useful.

16 I also think it would be beneficial for the principal
17 cyber advisors of all of the services to be able to work
18 together and collaborate and share lessons learned and best
19 practices.

20 Senator Rounds: Thank you. My time is going to expire
21 shortly. With your background in defense policy at OSD and
22 your time at RAND and Georgetown, I am curious to hear your
23 perspective on how the Army basically will look at the
24 competition with an aggressive China, specifically, that
25 part which is sometimes boring to talk about, but it has to

1 do with the logistics about fighting in that AOR.

2 Can you share a little bit about your thoughts about
3 the seriousness of what we face, the distances, the timing
4 involved, and so forth that the Army will have to face and
5 come up with, with regard to how you are going to handle
6 logistics in that AOR.

7 Ms. Wormuth: Yes, Senator. Well, as you know, in the
8 Indo-Pacific, the distances are extremely long and will
9 present some very, you know, new challenges for us in terms
10 of joint logistics. One thing that I think would be helpful
11 would be to develop a more distributed forward presence in
12 the region to try to help us manage the challenges of those
13 contested logistics.

14 I also think, if confirmed as Secretary of the Army, I
15 would want to work closely with my counterparts in the Air
16 Force and the Navy, because, frankly, as you know, many of
17 you know, the Army does not self-deploy, unlike the Air
18 Force and the Navy. So, getting ground forces to that
19 theater will, to some degree, require, obviously, working
20 with the Air Force and the Navy. And I know, for example,
21 there are some real issues, I think, on sealift, for
22 example.

23 So, thinking about the Army's logistical challenges in
24 the context of the broader joint force would be something
25 that I would want to focus on, if confirmed.

1 Senator Rounds: Thank you.

2 Thank you, Mr. Chairman.

3 Chairman Reed: Thank you, Senator Rounds.

4 Now, let me recognize, via Webex, Senator Gillibrand.

5 Senator Gillibrand: Thank you, Mr. Chairman.

6 Congratulations on being our first woman nominated to
7 be Secretary of the Army. It is exciting and I am sure you
8 are up to the task.

9 As you know, fighting sexual assault in the military is
10 one of my most important issues and it requires a positive
11 command climate where survivors feel safe disclosing their
12 assault. Obviously, with the Fort Hood report, the Army has
13 not been acquitting itself well in that regard.

14 What is your current assessment of command climate and
15 how do you intend to improve it?

16 Ms. Wormuth: Thank you, Senator Gillibrand, and thank
17 you for your leadership on this issue over the years, as
18 well as a number of others on this committee. I know this
19 has been something that you have been passionate about, and
20 as a woman, I particularly appreciate that passion and
21 focus.

22 I read the report of the independent Fort Hood review
23 commission back in February, cover to cover and when I was
24 done, I was extremely angry and frustrated. I think the
25 commission's report, you know, makes claim that the Army has

1 real issues when it comes to this topic and I think there is
2 quite a bit of work to be done.

3 I think it was very prudent of the previous secretary
4 to fully accept all 70 recommendations of the independent
5 review commission. If confirmed, I would be completely
6 committed to fully implementing those, not just at Fort
7 Hood, but across the entire Army, anywhere applicable.

8 I think, you know, the Army has started to take some
9 steps that will improve the command climate, such as sending
10 those cohesion assessment teams out to other installations,
11 as I talked about, but I think there is more work to be
12 done. And, again, as I said in response to an earlier
13 question, I think, you know, we need to put quite a bit of
14 focus on prevention programs, but also really pushing a
15 positive command climate down to the lowest possible level,
16 so those junior enlisted soldiers, you know, between 17 and
17 24, feel safe, feel protected, and are looking out for each
18 other.

19 Senator Gillibrand: Well, thank you. I am glad you
20 share my concerns and I am glad that you are committed to
21 implementing all the recommendations of the commission,
22 including taking sexual assault out of the chain of command.
23 I think that will be something that President Biden's 90-day
24 review will also recommend taking those serious crimes out
25 of the chain of command, and I hope that you will commit to

1 implementing those recommendations as Secretary of the Army.

2 Ms. Wormuth: Yes, Senator, and I look forward to
3 getting the results of the independent commission that
4 Secretary Austin directed. I will be very interested to see
5 what recommendations they make.

6 Senator Gillibrand: Me, too.

7 As chairwoman of the personnel subcommittee, I held a
8 hearing two weeks ago on cyber personnel issues. Given the
9 serious threats our nation is facing from Russia and China
10 alone, having a strong cyber force is more important than
11 ever. In the hearing and in my conversations with cyber
12 experts, there have been a number of recommendations to
13 strengthen our cyber force, including as part of recruitment
14 and retention efforts.

15 I am asking for your commitment to work with me on
16 these important issues to help create a stronger, more
17 adaptable cyber force.

18 Ms. Wormuth: Senator, I would be happy to work with
19 you on that issue. I think it is essential that we be able
20 to recruit and retain qualified cyber experts into the Army
21 and into the broader military. That can be challenging, as
22 you can imagine, in terms of trying to compete with the
23 private sector, so I think we need to think creatively about
24 how we can bring that talent and keep it in the Army.

25 Senator Gillibrand: I agree and we are working on some

1 ideas, so I look forward to getting your input on that, as
2 well. I also want to mention in my last-minute the Army
3 Combat Fitness Test. On the subject of retention, I remain
4 very concerned about the retention issues posed by the Army
5 Combat Fitness Test; mainly, its effects on retaining women
6 and those with specialty roles like our jags, medical
7 personnel, cyber warriors, which is why I pushed for a
8 provision in the last NDA to pause and have the test
9 independently evaluated.

10 May I have your commitment that you will keep me and my
11 staff apprised on the results of this independent study and
12 can I also have your commitment that the Department of Army
13 will be fully transparent in sharing any necessary data and
14 information with me and my office regarding the ACFT?

15 Ms. Wormuth: Yes, Senator. If confirmed, I would be
16 happy to share that information with you. I know RAND is
17 actually, I believe, undertaking that independent assessment
18 and, again, I would want to look carefully at that myself.

19 I also have concerns, obviously, about the implications
20 of the test for our ability to continue to retain women,
21 which we obviously want to do. I do think it is important
22 for the Army to have a physical fitness test that tests the
23 kinds of you know, combat skills soldiers will need to have,
24 to have a test that prevents injuries, which I think the new
25 test is designed to do much better than the old one, but we

1 want to make sure that we are not indirectly penalizing
2 anyone. And I think the Army's decision to, for example,
3 allow women to do a plank, rather than the leg tuck is a
4 good example of adapting it in a way that I think is
5 helpful.

6 Senator Gillibrand: I agree. Thank you so much. Good
7 luck.

8 And thank you, Mr. Chairman.

9 Chairman Reed: Thank you, Senator Gillibrand.

10 And let me now recognize Senator Ernst, please.

11 Senator Ernst: Thank you, Mr. Chair.

12 And Ms. Wormuth, thank you, so very much for your
13 willingness to step forward once again and serve our nation
14 in this capacity. You are certainly making history by
15 charting course as our first female nominee for Secretary of
16 the Army.

17 Thirty years ago, I was commissioned into United States
18 Army Reserve, and at that time, the opportunities for women
19 were very limited. Women could not participate in combat
20 arms. They were cut out of various leadership positions
21 because they weren't able to be in combat arms. We had very
22 few civilian female leaders within the scope of the Army.

23 And now, knowing my daughter and her peers will be
24 commissioned next year in 2022 and she will go into the
25 United States Army and I am so thankful that she will have a

1 strong, intelligent, and well-qualified woman leading our
2 United States Army. So, God bless you for breaking those
3 barriers and being the right person at the right time, and I
4 wish you well.

5 So, once confirmed, and I can assume your confirmation,
6 you can't, but I can, you will have a very challenging road
7 ahead. We do have a number of issue areas out there that do
8 need attention and we all will need to ensure that our
9 soldiers are prepared while we are able to modernize our
10 Army and to defeat those threats globally, as have been
11 discussed.

12 I do look forward to working with you in the years to
13 come to ensure our Army and our wonderful soldiers have the
14 critical resources necessary to win the modern win on the
15 modern battlefield.

16 And area of interest that Senator Shaheen had brought
17 up earlier was our National Guard forces. I retired out of
18 the National Guard just a few years ago and, certainly,
19 they, through the last 20 years or so, have really been put
20 to the test and you acknowledged that, and thank you for
21 recognizing that, through COVID, through the natural
22 disasters that we have throughout our states. We had a
23 trade show in Iowa that our Guard soldiers responded to.
24 They were here in our nation's capital, and we have soldiers
25 in Kosovo as well, as Senator Shaheen has said, and we

1 always have them in the Middle East from the great state of
2 Iowa.

3 So, we know that there are training challenges with
4 those members as they are rapidly deployed both,
5 domestically and OCONUS and they also lack the same type of
6 resources as their active-duty counterparts.

7 What would you do to ensure that we are maintaining
8 their readiness levels and making sure that their equipment
9 is on par with their counterparts on active-duty?

10 Ms. Wormuth: Well, first, Senator, thank you very much
11 for your very kind words. I really appreciate it, and if
12 confirmed, I would certainly hope to live up to that example
13 for your daughter.

14 In terms of the National Guard and their equipment and
15 readiness, I am very much a believer in the total Army and
16 am committed to making sure that our soldiers in the
17 National Guard have the training that they need to be ready
18 to do what we ask of them and have the equipment that they
19 need to be able to execute the missions that we ask them to
20 do. So, that is something that I will work diligently on.

21 As you know, you know, there are times when there can
22 be disagreements about where equipment needs to go and
23 sometimes hard choices that are made, but I will be very
24 attentive to the fact that the Guard has training and
25 equipment needs.

1 Senator Ernst: Yeah, thank you so much for your
2 commitment.

3 Another area of interest for me is our Army Special
4 Operations Forces and they have a program within Special
5 Operations that is called Preservation of the Force and
6 Families, and they are committed through this program for
7 medical care. If they are forces, they focus on brain and
8 cognitive health. Those efforts are critical to SOF, but I
9 would also like to see some of those measures extended out
10 to our conventional forces, as well.

11 Would you be willing to collaborate with me on those
12 efforts to make sure that we are paying attention to
13 traumatic brain injury, to cognitive health with those
14 conventional forces, as well?

15 Ms. Wormuth: Senator, I would be happy to collaborate
16 with you in that area, yes.

17 Senator Ernst: I think it is extremely important to do
18 that.

19 And just because my time is expiring, we did, during
20 our phone conversation, talk about the challenge that we are
21 facing in Iowa. It is related to the large warhead
22 manufacturing facility at the Iowa Army ammunition plant.
23 It is critical that we get this issue resolved there. Is a
24 piece of equipment that we need to make sure remains in
25 place, and, once again, I do appreciate your willingness to

1 work with me on that issue, as well.

2 And with that, Mr. Chair, I yield back. Thank you very
3 much.

4 Chairman Reed: Thank you very much, Senator Ernst.

5 Let me now recognize Senator Kelly.

6 Senator Kelly: Thank you, Mr. Chairman.

7 And Ms. Wormuth, as chair of the emerging threats
8 subcommittee, I spend a lot of time considering the disrupt
9 I have technologies and countermeasures being pursued by our
10 most sophisticated adversaries and working to ensure that we
11 can address and outmatch these efforts.

12 As I traveled around Arizona, visiting our
13 installations, it is clear that our ranges play a key role
14 in this work. These testing environments provide
15 significant value to our military as we focus on
16 increasingly sophisticated near-peer challenges and
17 strengthen our ability to leverage and integrate
18 capabilities in AI, electronic warfare, and more.

19 If confirmed, how will you ensure that ranges like the
20 Yuma Proving Ground and Fort Huachuca's proving ground are a
21 priority for the Army, and do I have your commitment to work
22 with me to ensure that robust resourcing that can support
23 state-of-the-art infrastructure in a robust workforce to
24 meet the growing demand?

25 Ms. Wormuth: Thank you, Senator Kelly.

1 First of all, I completely agree with you that the Army
2 needs to be very attentive to challenges like counter UAS,
3 for example. Clearly, we are going to see artificial
4 intelligence on the future battlefield, so those are
5 absolutely areas that we need to be working on in terms of
6 developing our capabilities and obviously being able to test
7 our capabilities. So, I would be pleased to work with you
8 on making sure that we are using our testing ranges to the
9 fullest degree possible and are making sure that we are
10 resourcing them so that we are able to use them in the ways
11 that we need.

12 Senator Kelly: Well, thank you.

13 Fort Huachuca is also the home for a significant
14 portion of the training for UABs. One of the benefits of
15 training, as a former pilot myself in the United States
16 Navy, training in Arizona is unmatched anywhere else. In
17 Southern Arizona, we have 350-something days of sunshine
18 every single year and it benefits the Army to do this
19 training in Arizona. So, I would love, at some point, if
20 you had the opportunity, to come out to Arizona and visit
21 Fort Huachuca, Yuma Proving Ground, and just see the
22 facilities that we have there and the capability that we
23 have.

24 You know, often, there are challenges that we face
25 with, you know, moving systems and training around, so I

1 wanted to invite you out to the state of Arizona to visit
2 some of our incredible Army installations, and I hope you
3 take me up on that.

4 Ms. Wormuth: I would be happy to take you up on that.
5 I would love to go visit Fort Huachuca, see Yuma Proving
6 Ground, and see our terrific military intelligence schools
7 there.

8 Senator Kelly: Thank you. I yield back.

9 Chairman Reed: Thank you very much, Senator Kelly.
10 Now, let me recognize Senator Cramer, please.

11 Senator Cramer: Thank you, Mr. Chairman.

12 Thank you, Ms. Wormuth, for your incredible service and
13 for your willingness to step in this gap and
14 congratulations. I hope that your staff has prepared you
15 for my question, because the details are quite complicated.

16 But I was heartened by your statement, and I am just
17 going to quote a couple of things you said. Fundamental to
18 the Army's readiness is its people. Army soldiers, whether
19 active, Guard, or Reserve, their families, I appreciate all
20 of that, and civilians and Army veterans. And then you
21 state that General McConville and former Secretary McCarthy
22 placed the Army's people at the center of their efforts.

23 Later on you said you want to be a hands-on secretary,
24 work closely with uniformed leadership and empower staff. I
25 love empowering staff, unless they do a really lousy job,

1 okay. So, I like the hands-on part, too.

2 So, there is really nothing that you are going to do in
3 your job or that we do here that, is more important than
4 taking care of our soldiers. And the problem is, when a
5 problem has to be solved by a congressional inquiry that has
6 to go all the way to the senators themselves, threatening to
7 hold a nominee's confirmation up, that is bad from top to
8 bottom. So, I am trying to help a major whose pay has been
9 incorrect for over 10 months now.

10 I will spare the details. It is a soldier in a family
11 of four who has been underpaid over \$50,000. It came to my
12 attention 2 months ago when it was only an 8-month problem 2
13 months ago. Now, it is a 10-month problem and this issue
14 still isn't fixed, certainly not to my satisfaction.

15 In fact, I am worried that my inquiry may have slowed
16 the process down, if you can consider slowing an 8-month
17 delay down. I say that because in one of the emails we
18 received a couple of days ago, maybe even yesterday, just
19 the last couple of days, it is the unit that is trying to
20 fix the issue wrote this. They said they are prohibited
21 from any additional action, now that a congressional inquiry
22 is in place. Another email said that AFRICOM couldn't fix
23 the soldier's problem until he closed out his inquiry.

24 Now, I shouldn't have to tell you how that sounds. It
25 certainly doesn't sound like the soldiers are the most

1 important thing or the people are the most important thing.
2 It also troubles me that the Army might fix the problem and
3 provide the backpay, again, it exceeds well over \$50,000,
4 but because it took over 10 months, obviously there are
5 other problems, like the benefits lost to the TSP
6 contributions or lost opportunities based on the time value
7 of money and of course the complications of tax fixes that
8 are upcoming.

9 So, I hope you took the time to prepare for the
10 question, because I want to make sure that your comments in
11 our opening statement become action and that you really do
12 care about our soldiers. I have no reason to believe you
13 don't, unless on June 1, the soldier still doesn't have his
14 backpay, then I am going to be concerned, and that the
15 organization is going to ensure for the care of our
16 soldiers.

17 So, did the Army give you any excuse about why a
18 soldier's pay issue wasn't fixed for 10 months and needed a
19 United States senator's personal attention before it got
20 fixed?

21 Ms. Wormuth: Well, Senator, first of all, as my mother
22 taught me, my mom didn't really like it when I screwed up
23 and gave excuses. So, this situation, frankly, is totally
24 unacceptable. You know, we can't have situations where we
25 are not paying our soldiers the money that they earned for

1 10 months. And the good news is my understanding is the
2 Army is going to have this problem solved by June 1, but
3 from my understanding, which is not in great depth, there
4 isn't a good reason why this happened. There is not a
5 particularly good explanation for why this happened, other
6 than the fact that we have a very large complex bureaucracy.

7 But I can assure you, if confirmed, that I will examine
8 the particulars to make sure that we do learn lessons from
9 this particular case so that this kind of thing doesn't
10 happen again.

11 Senator Cramer: Well, I appreciate that. That is the
12 answer that I am looking for. I trust you with it, but I
13 don't yet trust the Army. I might have 8 months ago.

14 So, we are going to see how it plays out. See if I can
15 learn some more about why this happened. In reading the
16 email, you know, there is some reference to the fact that we
17 don't have people in the office anymore taking care of these
18 things. I am paraphrasing slightly, but that is a really
19 unacceptable answer.

20 Ms. Wormuth: I agree with you.

21 Senator Cramer: In North Dakota, everyone goes to
22 work, by the way. We all go to work. We have a pandemic,
23 but we still go to work. We do our jobs. If we have to do
24 our jobs from home, we still do them. We don't say we can't
25 do them. We don't get paid if we don't do them. We do our

1 work and so, we expect no less, certainly, from the
2 leadership of the United States Army.

3 So, thank you, again, for your service. I share
4 Senator Ernst's confidence in your confirmation, but I would
5 sure like to see some work put into action by our
6 leadership.

7 I yield. Thank you, Mr. Chairman.

8 Chairman Reed: Thank you, Senator Cramer.

9 Let me recognize via Webex, Senator Rosen.

10 Senator Rosen: Well, thank you, Chairman Reed, I
11 appreciate it, Ranking Member Inhofe, for holding this
12 nomination hearing. I would also like to thank Ms. Wormuth
13 for testify today, for your willingness to serve. That is a
14 very important position.

15 And so to it, I would just like to talk about Army
16 cybersecurity personnel and a few other things that we
17 talked about when we were able to meet earlier this week.
18 And so, we have to really address those challenges of
19 establishing our deterrence in cyberspace. DOD's 2018 Cyber
20 Strategy outlined the defend forward approach, meaning,
21 identifying our adversaries cyber campaigns early on,
22 engaging in defensive operations to disrupt the attacker's
23 infrastructure and aggressively preventing attacks before
24 they happen.

25 Nonetheless, in December, it was reported that Russian

1 intelligence successfully breached networks of multiple
2 government agencies and private companies by exploiting the
3 vulnerability in the solar winds system. So this recent
4 attack, of course, on the United States, it demonstrates
5 that we need to continue to increase our investments in
6 cybersecurity, including cultivating the personnel to do
7 these jobs, personnel who can rise to these challenges that
8 are presented by Russia or China or whomever else in mind.
9 So, with this in mind, the DOD Cyber Strategy calls for
10 enhancing our current cyber workforce, finding talented new
11 people to recruit.

12 So, I would like to just build upon what Senator
13 Gillibrand already asked you about, if confirmed, what
14 policies would you enact to cultivate a qualified or develop
15 a qualified cyber-capable workforce to support the Army's
16 mission, including that of Army Cyber Command, and then in
17 order to meet surge capacity, what do you think about
18 creating a cyber reserve program?

19 Ms. Wormuth: Thank you, Senator, for the question.

20 I think there are a few things we could do in terms of
21 trying to recruit cyber expertise into the Army. First, I
22 think just in our general recruiting for Army soldiers, we
23 could probably do more to explain to young people about the
24 opportunities for folks who are technologically inclined to
25 be able to perform missions that draw on those types of

1 skills.

2 I think that, you know, many young people may not be
3 aware of how much more emphasis that we are placing on cyber
4 capabilities in the U.S. Army. It is not all about driving
5 tanks and flying helicopters.

6 I also think, again, as I said to Senator Gillibrand, I
7 think we need to do more to think creatively about how to
8 bring people in potentially laterally with those kinds of
9 skills. You know, there are some special authorities, I
10 believe that, have been given to the Department to try to
11 bring in specialized expertise, but I would like to explore,
12 if confirmed, whether we could do more on that.

13 And then to your point --

14 Senator Rosen: Oh, I'm sorry, I wasn't sure you were
15 through. Go ahead.

16 Ms. Wormuth: And then to your point about the cyber
17 reserve, I would be very interested, if confirmed, it
18 explore that with you. Certainly, you know, we leverage
19 cyber expertise through the National Guard, for example. I
20 know there are some specialized units that are comprised of
21 people who work in Silicon Valley and so on, but there may
22 be a possibility to have, you know, a more strategic
23 reserve, if you will, of people who have cyber skills that
24 could be called into service if we needed a surge.

25 Senator Rosen: Well, thank you. I was going to say I

1 have the bill for junior ROTC to allow them to have a STEM
2 track now, and so we are going to try to recruit those young
3 folks, just like you mentioned, into the junior ROTC,
4 allowing for that.

5 And I guess, finally, what I would really like to talk
6 about, we do have a quite robust military right now, but we
7 may need to retrain them or upskill them with folks that are
8 there. So, how do you envision retraining or reskilling
9 some of the enlisted servicemen and women in the Army so
10 that they can branch themselves out to other things and be
11 there, even maybe for an additional surge capacity when we
12 need it?

13 Ms. Wormuth: Well, Senator, on that issue, I think I
14 would probably try to take two approaches if I were
15 confirmed. First, you know, obviously, the professional
16 military education system provides an opportunity to educate
17 our officers and such about new skills and new areas, so
18 that is something. And then in terms of our enlisted folks,
19 I think I would want to look into in more detail, if
20 confirmed, what kinds of opportunities are there right now
21 and see whether they need to be expanded in light of the new
22 challenges and particularly the emphasis on technology that
23 we are going to need in the future.

24 Senator Rosen: Well, thank you. I see my time is up,
25 but I would say for everyone in the military, having a basic

1 STEM education, you talk about flying helicopters and
2 driving tanks, there are computers on all of them, so we
3 need those skills. So, I appreciate that.

4 And thank you, Mr. Chairman.

5 Chairman Reed: Thank you, Senator Rosen.

6 And to my colleagues, I will have to step out briefly
7 to participate in a Webex for the Appropriations Committee.
8 In my absence, Senator Kelly will be presiding.

9 With that, let me recognize via Webex, Senator
10 Blackburn.

11 Senator Blackburn: Thank you, Mr. Chairman.

12 And Ms. Wormuth, thank you so much for your time this
13 week for the conversation that we had. And I am going to
14 come right along with what Senator Rosen was talking about
15 with having people there in the Army with these skill sets
16 that are specific to technology STEM, and cyber. And she
17 and I are working on different components of legislation
18 with ROTC on STEM, looking at a cyber civilian reserve
19 corps.

20 The National Guard is a ready response unit that can
21 work remotely when we have cyber attacks. So, you can feel
22 assured we are going to come to you with some of those
23 conversations.

24 I want to go back to something that we discussed and
25 that is Afghanistan and our conversation around Afghanistan.

1 We had talked about a quote that you had given in March when
2 you were reflecting on your time with the Obama
3 administration and I am quoting you now and I want your
4 response to this. We persuaded the President to keep troop
5 levels steady in Afghanistan, something that we felt was
6 required from a national security perspective. Successfully
7 persuading him to change his mind was a really big deal.

8 So, I understand from our conversation that you are
9 comfortable with the current President's decision to
10 withdraw troops this September, because we have achieved
11 what we set out to do. Your comment.

12 So, elaborate on that view that you have and then as
13 the voice of the Army within the Biden administration, would
14 you speak truth to power when it comes to really assessing
15 this situation as it has evolved on the ground and making
16 certain that we do not lose the ability to support the
17 Afghani Army and the Afghan people in protecting themselves
18 against these terrorist groups.

19 Ms. Wormuth: Thank you, Senator Blackburn, and thank
20 you for the conversation that we had earlier.

21 I am comfortable with the administration's decision to
22 withdraw our troops, our military troops from Afghanistan
23 this coming September. I believe we achieved our objective
24 of halting Afghanistan from being used as a launch pad to
25 attack the United States. I think the members of our

1 military and certainly our Army soldiers, in particular, can
2 be very proud of what they have done in Afghanistan, but I
3 think at this time, you know, we owe it to those soldiers
4 and their families to conclude that it is time now to move
5 to other future challenges.

6 In terms of looking to speaking truth to power, if
7 confirmed, I absolutely would provide my candid advice to
8 Secretary Austin and Deputy Secretary Hicks. You know, as
9 Secretary of the Army, I don't think I will be weighing in
10 on the policy discussions, but I certainly know from
11 previous experience that U.S. Central Command will be
12 looking very carefully at how we can best monitor the
13 situation in Afghanistan in terms of future terrorist
14 threats. And, certainly, we will be continuing to provide
15 assistance to the Afghan security forces from a financial
16 perspective, so that they can continue to work to defend
17 themselves.

18 Senator Blackburn: When it comes to our departure from
19 Afghanistan, we are going to leave a void and China is going
20 to try to step into that void. So, how do you assess
21 China's impact on Afghanistan, via, and looking at it
22 through the lens of our departure?

23 Ms. Wormuth: Well, Senator Blackburn, my own sense is
24 that to a certain degree, well, first, I should say, China,
25 I think, at various points, has tried to be helpful over the

1 years in terms of working on the challenges in Afghanistan,
2 but they also have been, you know, something of a free rider
3 in the sense that they have been happy to have the United
4 States of America and our military providing stability
5 there. And I think with the decision to withdraw our
6 troops, to the extent that there is, perhaps, you know, less
7 stability going forward, that will be something that China
8 will actually have to grapple with, along with countries
9 like Pakistan and Iran and others in the region, in a way
10 that they haven't had to do so in the past 20 years.

11 Senator Blackburn: Okay. My time is expiring. I have
12 a couple of other things I am going to submit to you for the
13 record but thank you so much.

14 Ms. Wormuth: Thank you.

15 Senator Kelly: [Presiding.] I now recognize Senator
16 Warren via Webex for 5 minutes.

17 Senator Warren: Thank you, Mr. Chairman.

18 So, thank you, Ms. Wormuth, for being here and
19 congratulations, again, on your nomination. I just want to
20 spend some time talking about military housing this morning,
21 but before I get to that, I want to ask about two other
22 issues. First, Fort Hood independent review made clear that
23 the Army has not made any progress on addressing sexual
24 assaults.

25 Will you commit to making significant improvements in

1 this area a top priority?

2 Ms. Wormuth: Yes, Senator, I will absolutely make it a
3 top priority. And as I indicated, I would like to see us
4 put more emphasis, in particular, on trying to prevent
5 incidents of sexual harassment and sexual assault.

6 Senator Warren: Good. And then, second, there is no
7 way to address the climate crisis without confronting the
8 Department of Defense's role as the largest consumer of
9 fossil fuel on the planet.

10 Will you commit to using all of the tools and
11 authorities at your disposal to make the Army more climate
12 resilient and to reduce its carbon footprint whenever
13 possible?

14 Ms. Wormuth: Senator, yes. I would certainly like to
15 look into how the Army can do more to make itself more
16 resilient in the face of climate change, for example, more
17 fuel efficient. We are undertaking some efforts already,
18 but given the scale, for example, of our vehicle fleet, I
19 think looking at the extent to which we can pursue
20 electrification of our vehicle fleet would be a place where
21 we could make a contribution and it would also help us on
22 the battlefield by reducing our dependence on things like
23 fuel convoys.

24 Senator Warren: Good. So, I look forward to following
25 up with you on both of these issues.

1 Now, as Secretary of the Army, you will oversee the
2 largest military service and be responsible for the well-
3 being of hundreds of thousands of servicemembers across the
4 globe and their families. And in the last few years, we
5 have heard countless stories from military families about
6 the deplorable conditions of on-base privatized housing.
7 Reports about substandard, rotting houses filled with lead
8 paint and black mold and rodents, and these stories are
9 widespread.

10 Children and families are getting sick as a result, and
11 despite multiple hearings and changes in the law that we
12 passed, my office is still hearing from military spouses
13 that the problem isn't getting any better and that landlords
14 are not following the rules that are supposed to protect
15 tenants.

16 Ms. Wormuth, do you agree that substandard military
17 housing prevents a serious challenge to military readiness?

18 Ms. Wormuth: Yes, I do, Senator. I think it poses
19 challenges for readiness, but also for retention.

20 Senator Warren: Yes. And if confirmed, will you
21 commit to using all the tools available to hold these
22 landlords and private companies accountable to make sure
23 that they build and they maintain quality housing for
24 servicemembers and ensure that these outfits can no longer
25 profit from substandard housing?

1 Ms. Wormuth: Yes, Senator, you have my commitment.

2 Senator Warren: Good. I appreciate it.

3 You know, unfortunately, these conditions and their
4 consequences are the result of bad behavior from companies
5 that DOD hired to manage these properties. For years, they
6 have failed to properly maintain military families' homes
7 and they have escaped accountability by doctoring their
8 numbers and sweeping complaints under the rug and raked in
9 millions of dollars, taxpayer dollars in the process.

10 So, there it is: sexual assault, climate change,
11 military housing. All of these affect military readiness,
12 but for too long, the military services have only paid lip
13 service to this reality. It is time for that to change and
14 I look forward to working with you to make that happen.

15 So, thank you, Mr. Chairman. I yield back my time.

16 Chairman Reed: [Presiding.] Thank you very much,
17 Senator Warren.

18 Let me now recognize Senator Tuberville, please.

19 Senator Tuberville: Thank you, Mr. Chairman.

20 Ms. Wormuth, welcome. Congratulations on your historic
21 nomination. I am looking forward to working with you. We
22 had a great conversation the other day.

23 And just listening to the questions, I can't imagine
24 the enormity of dealing with all the problems you are
25 getting ready to face, but it will be fun. It will be

1 challenging. And just talking to you, you are well
2 prepared, looking forward to it, I am sure, and it will be a
3 huge challenge.

4 But working through all this, at the end of the day, we
5 have got to have somebody who can protect this country. I
6 know you are up to the challenge. You are going to be
7 dealing with egos. I hope you will keep as much politics
8 out of it as possible.

9 You know, in just a small realm, of coaching, I dealt
10 with egos and, of course, thousands of fans and all of that
11 and you try to please everybody, but you can't do it. At
12 the end of the day, you have got to get your job done and
13 understand your final goal.

14 You know, the National Defense Strategy recommends a 3
15 to 5 percent Department of Defense budget increase per year,
16 but this year, it looks like we are going to receive less
17 than half of that. You know, how do we absorb this hit in
18 the Army? How do you foresee that for the future?

19 You just heard barracks, housing going down, all the
20 things, the problems that we are having, climate change.
21 How do you work those battles yourself?

22 Ms. Wormuth: Well, thank you, Senator, for the
23 question. I think, first of all, we have to make sure that
24 we have a strategy that aligns to its resources. And if I
25 am confirmed, I am going to look very carefully at the

1 resources that are given to the argumentative to do its job
2 and I am going to be the strongest possible advocate I can
3 be to making sure that it has the resources it needs,
4 precisely, as you said, to deal with all of these different
5 challenges.

6 I think, you know, if there are in the future, places
7 where difficult choices need to be made, I would be guided
8 by a couple of things. First of all, trying to strike a
9 balance between current operational needs and preparing for
10 the future, which I think is very, very important, given the
11 kinds of challenges that we face from China and Russia.

12 And then also trying to strike a balance between the
13 size of the Army and its force structure, the readiness of
14 those forces and then the modernization program that I think
15 is very, very important. You know, my own view is that
16 having a larger Army that is equipped with old equipment is
17 not going to serve us well in the future, so those are some
18 of the things that I would be looking at.

19 Senator Tuberville: Thank you. And you strike me as
20 somebody that would get in your car and go to the White
21 House and say, we need more money, because we want to help
22 you. You know, the defense of our country is the most
23 important thing for the people who live here. You can
24 strike everything else out. You know, if we don't have a
25 secure country, then we have got huge problems and you are

1 going to be a big factor of that.

2 Thirty-five million young men and women have the
3 capabilities of being selected into the armed services every
4 year, 35 million that we have to choose from. Only 450,000
5 of those are really eligible and can pass all the
6 qualifications to be selected in any form. You know,
7 450,000 out of 35 million, that is not a lot.

8 How do you foresee recruiting, you know, for the Army
9 in the near future out of such a small pool with a lot of
10 these kids that would normally get in the military, but,
11 hey, they are going to go to big tech, make the big bucks,
12 and bypass a possible future in defending our country?

13 Ms. Wormuth: Senator, it is absolutely true that we
14 face a lot of competition when it comes to recruiting for
15 the argumentative. You know, a smaller and smaller number
16 of young Americans show the propensity to serve in the first
17 place, but as I understand it, at this point in time, the
18 Army believes that it is going to meet its recruiting
19 targets for this year.

20 I think the Army has, particularly during the pandemic,
21 been very creative in pivoting pretty quickly to virtual
22 recruiting. We have expanded from really focusing on 22
23 cities to more than 40 cities around the country. We have a
24 program called Urban Access where we are actually really
25 focusing on Los Angeles and Houston to try to reach out to,

1 you know, communities that may not have previously thought
2 about joining the military and joining the Army.

3 But I think that is something that we are going to have
4 to continue to work hard on. Particularly as the economy
5 rebounds, we will face competition with the private sector.

6 Senator Tuberville: Thank you. With all the Army
7 personnel we have in the state of Alabama, I want to invite
8 you to Redstone Arsenal in Fort Rucker that does all the
9 vertical lift for our country in terms of helicopters and
10 training. So, you are welcome and I look forward to working
11 with you. Thank you very much.

12 Thank you, Mr. Chairman.

13 Chairman Reed: Thank you, Senator Tuberville.

14 And now let me recognize Senator Peters, please.

15 Senator Peters: Thank you, Mr. Chairman.

16 Ms. Wormuth, congratulations on your nomination and we
17 certainly appreciate your willingness to serve our country.

18 Ma'am, the 46 Military Police Command of the Michigan
19 National Guard serves as one of two command and control
20 elements in the national chemical response enterprise. It
21 has experienced a cumulative 25 percent decrease in funding
22 from the Army over the past 3 years and I believe it is
23 unwise to shortchange some of those critical elements of
24 emergency preparedness. We talked earlier about these kinds
25 of efforts and my focus on these efforts as the chairman of

1 the Homeland Security Committee here in the Senate.

2 So, if you could respond to kind of your thoughts on
3 these units and how important they are and would you be in a
4 position and willing to look at addressing the shortfall
5 that we are seeing with these critical units.

6 Ms. Wormuth: Thank you, Senator. I would be happy to
7 look into that specific issue with you.

8 As you and I talked about a little bit when we met, you
9 know, I am very much of the view that we need to have a
10 capability here in the United States to deal with chemical,
11 biological, radiological types of incidents. That is, you
12 know, an important part of our homeland defense capability
13 which remains relevant, and so I would be happy to look into
14 that and gain a better understanding of what the resourcing
15 issues are there.

16 Senator Peters: As the Army embraces multidomain
17 operations by standing up five multidomain task forces, I
18 certainly believe that the National Guard should be home to
19 one of these. In my mind, it is critical that reserve
20 components, which obviously compose a big part of the Army's
21 overall force structure, has the capabilities and the
22 experience to operate in this space.

23 So, my question to you, if confirmed as Secretary of
24 the Army, how will you approach allocating the remaining
25 multidomain task forces?

1 Ms. Wormuth: Thank you, Senator. Well, first of all,
2 as you likely know, the Army is experimenting right now with
3 its multidomain task force in Fort Lewis and we are still
4 working through developing exactly what kinds of
5 capabilities that particular formation will have and how it
6 will operate.

7 I think, you know, I will want to look carefully, if
8 confirmed, at where we are going to position those units,
9 you know, both in terms of whether it is here in the United
10 States or perhaps overseas and also whether those task
11 forces should be in the active component or potentially in
12 the reserve component. I would want to look at what makes
13 most sense, but I think it is useful to reflect on the fact
14 that another one of the Army's, you know, sort of more
15 specialized formations, the Security Force Assistance
16 Brigades, the Army did make a decision to put one of those
17 in the National Guard.

18 So, I think there is a track record there of making
19 smart decisions about allocating those forces.

20 Senator Peters: Madam, given the President's executive
21 order from January 27 of 2021 and the rapid advancements, as
22 well as significant investment in battery technology
23 development from our commercial auto makers, what steps
24 would you take, if confirmed, as the Secretary of the Army,
25 to focus efforts on the electrification of the Army's both,

1 tactical and combat vehicle fleets?

2 Ms. Wormuth: Well, Senator, from the perspective of
3 resilience and making the Army more fuel efficient, I think
4 it is very much something to look into, as the degree to
5 which we could potentially pursue electrification in our
6 vehicle fleet. So, that is something that, if I were
7 confirmed, I would certainly want to look into, to
8 understand how deeply we can pursue that.

9 I think the infrastructure associated with charging
10 vehicles and making sure that we could have batteries that
11 have sufficient staying power would be things we will look
12 at, but it is certainly an area that I would like to pursue.

13 Senator Peters: One component of the Next-Generation
14 Combat Vehicle Program, which I am proud to say is being run
15 out of the Detroit arsenal in Warren, Michigan, is the
16 Armored Multi-Purpose Vehicle, the AMPV. This program
17 currently is in production. It begins fielding to soldiers
18 later this year.

19 If AMPV resolves significant capability gaps associated
20 with some of the legacy systems that we have and will
21 provide the Army with a more survivable and mobile vehicle,
22 as well, could you speak to the importance of this program
23 and your commitment of providing soldiers the modernized
24 equipment that they need, if confirmed as Secretary of the
25 Army.

1 Ms. Wormuth: Certainly, Senator. You know, again, I
2 think it is worth reflecting on the fact that the Army has
3 not comprehensively modernized itself in over 40 years,
4 really, since we had the big 5, and so it is very important
5 going forward that a big part of our modernization portfolio
6 is next-generation vehicles and that is something that I
7 will be focused on and paying attention to. It is
8 absolutely a capability set that we have to have and that we
9 have to modernize, just as we will modernize helicopters,
10 for example, or, you know, actual equipment for soldiers, in
11 terms of their own lethality.

12 Senator Peters: My time has expired.

13 Thank you, Mr. Chairman.

14 Chairman Reed: Thank you, Senator Peters.

15 Let me recognize Senator Sullivan, please.

16 Senator Sullivan: Thank you, Mr. Chairman.

17 Ms. Wormuth, it is good to see you again. I really
18 enjoyed our meetings and discussions. Thanks for your
19 patience on that.

20 Let me kind of follow-up on what we talked about. I
21 would like to get your commitment here to visit Alaska soon.
22 You know, there is a lot going on in terms of good things.
23 There are a couple of troubling things I want to talk about,
24 too, but I want to get you up there with some of our top
25 military leadership.

1 Can I get that commitment soon in your tenure?

2 Ms. Wormuth: Yes, Senator, I would be happy to visit.

3 Senator Sullivan: And then we talked about the Army's
4 Arctic Strategy. I think it is a really good document. As
5 you and I talked about, there has been a lot of work, kind
6 of implementation work at the highest levels of the Army and
7 the Secretary of Defense, actually, and the deputy secretary
8 were in front of this committee saying, they were committed
9 to fully resourcing arctic strategies by the different
10 services, of course, including the Army.

11 So, as you and I talked about, can I get your
12 commitment to get back to me with General McConville, if
13 confirmed, within 30 days, on looking at the implementation
14 of the Arctic Strategy. What I worry about is, as you and I
15 talked about, sometimes these issues can fall back into the
16 bureaucracy, lose the senses of urgency that we clearly have
17 right now, and I don't want to lose that.

18 So, can I get your commitment on that, as well, like we
19 talked about?

20 Ms. Wormuth: Yes, Senator. Thank you, first, if your
21 leadership on issues relating to the Arctic and for
22 recognizing its strategic importance. And I would be
23 pleased, if confirmed, to come and talk with you with the
24 Chief of Staff of the Army about the implementation plan.

25 Senator Sullivan: Great. Thank you very much.

1 So, I always give this book to pretty much every new
2 nominee. Have you read T.R. Fehrenbach's, This Kind of War;
3 it is about the Korean War.

4 Ms. Wormuth: I actually have that book, Senator, yes,
5 I do.

6 Senator Sullivan: Good.

7 Ms. Wormuth: I haven't read it in a while. It has
8 been awhile.

9 Senator Sullivan: All right. Well, then, I guess I
10 don't have to give it to you.

11 Good, I am glad you have read it because it is called a
12 study, essentially, in lack of readiness. The United States
13 in 1945 probably had the most fearsome military in the
14 history of the world and by 1950, because of civilian and
15 military leadership decisions and cuts, the lack of
16 readiness was horrendous and thousands of Americans died
17 senseless deaths in the summer of 1950 because of the Korean
18 War-era's military lack of readiness.

19 We never want to go back there. The Army has a saying,
20 "No More Task Force Smiths," that I am sure you are familiar
21 with, all your leadership in the Army is familiar with.

22 So, can I get your commitment to make sure we don't
23 fall in this hole of readiness plummeting. The last term of
24 the Obama-Biden administration saw defense spending cut by
25 25 percent, and as you know, the readiness of our forces

1 plummeted.

2 Ms. Wormuth: Senator, certainly. The Army has worked
3 very hard in the last few years to rebuild its readiness, as
4 you know, and I think has done quite a good job on that.
5 And, if confirmed, I would certainly want to ensure that we
6 maintain our readiness.

7 Senator Sullivan: Great. It is a high priority.

8 There will be battles, right. The Biden administration
9 is floating their defense budget, which will be cuts, which
10 I think is ridiculous. If we are going to fight, if we are
11 going to have the ability to compete against China, we have
12 to do a lot of things, but cutting our military is a cause
13 for celebration in Beijing.

14 And I hope you get in there and fight for a strong
15 budget. Can I get your commitment in that regard, as well?

16 I know you have to support what the President
17 ultimately does, but as you are battling, we need people in
18 there who are fighters for a strong military and a strong
19 budget.

20 Ms. Wormuth: Yes, Senator. As I said, if confirmed, I
21 intend to be the strongest possible advocate no the Army,
22 inside the building and outside the building. I believe in
23 a strong defense and you have my commitment that I will make
24 my views heard on that matter.

25 Senator Sullivan: Great. Speaking of a strong Army, I

1 am going to raise a really troubling topic. Over the past 5
2 years, U.S. Army Alaska has experienced 32 suicides. In
3 that same period from 2016 through 2021, soldiers deployed
4 under Operation Freedom Sentinel in Afghanistan experienced
5 41 combat deaths, due to hostile action.

6 Any death is horrible but think about that
7 juxtaposition; 32 soldiers in my state in Garrison, compared
8 with 41 total in Afghanistan. That is just a difference of
9 nine. This year alone, USAREC has experienced six suicides,
10 an average of one soldier per month. Of course, we all
11 believe this is unacceptable.

12 Can I get your commitment, and by the way, I do think
13 the command, Major General Andrysiak and others have put
14 their heart and soul into this issue. General McConville
15 has. Even General Milley, as chairman, has. But we have
16 challenges. Some of it relates to training. Some of it
17 relates to remote locations.

18 Can I get your commitment to fully resource the
19 initiatives that USAREC and the Army have put forward on
20 "quality of life" initiatives and infrastructure aimed at
21 reducing this, really, let's call it a horrendous trend
22 level that we can't get beyond. There is a lot of tension
23 to it, but I need your commitment to provide the utmost
24 attention to this issue, which is really a horrible issue.
25 Not just for Alaska, not just for the Army, but for America;

1 these are some of the best young men and women our nation
2 has and they are taking their lives.

3 Ms. Wormuth: Senator, I share your deep concern for
4 the suicide rate in the Army, which right now is high;
5 higher than it has been in some time. And I am particularly
6 concerned about the concentration and number in Alaska.

7 So, if confirmed, you certainly have my commitment to
8 do everything possible to try to make sure there are
9 programs in place and quality of life in place to do our
10 best to prevent further suicides.

11 Senator Sullivan: Thank you. Thank you very much.

12 Thank you, Mr. Chairman.

13 Chairman Reed: Thank you, Senator Sullivan.

14 Let me now recognize, via Webex, Senator Duckworth.

15 Senator Duckworth: Thank you, Mr. Chairman.

16 Ms. Wormuth, I was very pleased to see you nominated to
17 be the first woman to serve as Secretary of the Army,
18 especially given your considerable experience as a civilian
19 national security leader and your previous tenure in the
20 DOD.

21 After speaking with you the other day, I am confident
22 that you are the right person to lead the Army. I would
23 like, however, to follow-up on our discussion on the Army's
24 major modernization programs. As a former soldier and as
25 the chair of the Airland Subcommittee, I understand deeply

1 how important it is that our Army have modern weapon systems
2 to compete with our near-peer challengers.

3 However, resources are not unlimited and I take my duty
4 to safeguard taxpayer dollars very seriously. It is
5 absolutely critical that the Army leverage best practices to
6 run its major programs efficiently and to deliver high-
7 quality systems to soldiers on time, on budget, and in
8 alignment with Army modernization priorities. That is why I
9 am encouraged by programs like Future Vertical Lift, which
10 so far as delivered impressive results.

11 If confirmed, how would you work with the Army's cross-
12 functional teams to discover lessons learned from programs
13 like FVL and apply best practices across programs, where
14 possible, to deliver the necessary capability to soldiers
15 and improved values for taxpayers.

16 Ms. Wormuth: Thank you, Senator Duckworth. It is nice
17 to see you.

18 I will, if confirmed, will want to be working closely
19 with each of the cross-functional teams to understand where
20 we are in the six big modernization priorities. And to the
21 extent that there are valuable lessons learned, for example,
22 coming out of the Future Vertical Lift set of programs, will
23 want to make sure that we share those lessons with other
24 cross-functional teams, you know, whether they are in the
25 long-range, precision fires portfolio, or the air and

1 missiles defense portfolio, just to name a couple.

2 I think that is an area where I would like to see the
3 strongest possible collaboration between Army Futures
4 Command and the acquisition staff and the Department of The
5 Army.

6 Senator Duckworth: Thank you.

7 Based on our conversation, I know you share my concern
8 about the unacceptable rise of white nationalism and other
9 extremist ideologies in the military, when servicemembers
10 hold these hateful views, it undermines unit cohesion and
11 violates the oath that they took to protect and defend our
12 Constitution.

13 Since his confirmation, Secretary Austin has taken the
14 first steps to root out extremism among military members,
15 starting with the DOD-wide stand down. If confirmed, how
16 would you support Secretary Austin's efforts and what
17 policies would you pursue to detect extremist ideology in
18 our military ranks, prevent its spread, and improve media
19 literacy and access to reliable information in the DOD?

20 Ms. Wormuth: Well, Senator, first of all, I want to
21 say that I think, you know, the vast majority of our Army
22 soldiers serve with honor and I think that the numbers of
23 soldiers who hold extremist views is likely small. But as
24 you noted, and as Secretary Austin has noted, extremism is
25 our ranks undermines unit cohesion and can have a

1 disproportionately negative effect, so it is very important
2 that we work to identify it and get it out of the ranks.

3 I am very interested, if confirmed, in getting briefed
4 on the lessons learned that came from the DOD-wide stand-
5 down that you referenced. I would like to better understand
6 what we think was particularly successful coming out of that
7 process that could be applied more broadly and on a routine
8 basis going forward.

9 I do think there is probably more that could be done in
10 terms of educating our soldiers when they join the Army
11 about the use of information and disinformation and social
12 media and things like that to try to help our soldiers
13 become more savvy customers in terms of being able to
14 identify when they are perhaps being targeted with this
15 information.

16 Senator Duckworth: Thank you.

17 My final question is about the Army's SHARP program.
18 Like many members of this committee, I am committed to
19 addressing the scourge of sexual assault in the military and
20 was proud to help Senator Gillibrand introduce her Military
21 Justice Improvement and Increasing Prevention Act as an
22 original co-sponsor. I have appreciated your responses so
23 far on this topic but would like to add that in the wake of
24 Vanessa Guillen's tragic death last year, I asked the GAO to
25 conduct a review of the Army's SHARP program. That work is

1 underway and they should deliver that report later this
2 year.

3 If confirmed, will you commit to reviewing GAO's work
4 when it is released and incorporating it as appropriate to
5 improve the Army's SHARP program?

6 Ms. Wormuth: Yes, Senator. I am committed to taking
7 good ideas from wherever they come from. I am very familiar
8 with the kind of work that the GAO does and I would be very
9 interested, if confirmed, in looking at the results of their
10 review of the SHARP program and seeing how we can strengthen
11 it, in addition to what the Army has already undertaken in
12 terms of a redesign as a result of the independent review
13 commission.

14 Senator Duckworth: Thank you. I look forward to being
15 able to vote for your confirmation.

16 And, Mr. Chairman, thank you.

17 Chairman Reed: Thank you very much, Senator Duckworth.

18 Senator Sullivan has an additional question.

19 Senator Sullivan?

20 Senator Sullivan: Thank you, Mr. Chairman.

21 And I want to follow-up on my friend, Senator
22 Duckworth's line of questioning. By the way, she is, when
23 you look at soldiers who have sacrificed for our nation, I
24 think it is probably safe to say she has sacrificed probably
25 more than anyone in the entire Congress as a soldier, so I

1 always have a deep respect for her views on all of these
2 issues.

3 But, you know, she touched on, really, what I think the
4 Army leadership has been referring to as bad behaviors that
5 hurt unit cohesion. It hurt the ability for the Army to be
6 an effective fighting force. Those, of course, include
7 sexual assault, sexual violence, which is completely
8 unacceptable.

9 We need to do more in that regard. I actually have a
10 lot of respect, a lot of respect for Senator's Gillibrand's
11 hard work in this regard.

12 Suicide, we have already talked about that.

13 I do want to mention this issue of extremism, racism.
14 Of course we don't want that in the ranks at all, at all.
15 And I have put forward legislation that tries to address
16 this issue and asked deep questions of the Pentagon,
17 particularly at promotion rates for our senior officers, you
18 know, are we promoting? Is there something going on at the
19 top ranks that we need to address that relates to, you know,
20 sometimes the lack of diversity? I have had a lot of
21 discussions with Secretary Austin on this topic. And of
22 course that have can negative effects, as you just said.

23 But here is what else can have negative effects, in my
24 view, and I think it is possibly having negative effects,
25 because I talk to military members all the time. There are

1 wild claims, wild claims, just pick up the Washington Post
2 every day, they seem to make them, through anecdotes that
3 somehow our U.S. military is a hotbed of extremists,
4 racists, at very high levels.

5 So, I care about this issue, because we don't want
6 that, but every time someone makes it, I will give you an
7 example, the now Under Secretary of Defense for DOD, the
8 number-three guy in the DOD came here in this confirmation
9 hearing and said he was going to stamp out systemic racism
10 in the ranks. Well, that is a pretty big claim.

11 Then I asked him, did he have any data to back that up?
12 You are kind of besmirching a lot of people. An
13 organization that throughout American history, hasn't been
14 perfect, but has probably been on the forefront of bringing
15 the races together; again, not perfect, but an organization,
16 the military that has, in many ways done more to advance
17 racial equality than almost any other organization in the
18 country, and yet there are these claims, the number-three
19 guy in the Pentagon right now made a claim. When I pressed
20 him on it, no, Senator, I don't have any data.

21 Well, then, why are you making that claim?

22 I am hearing from troops saying, look, we agree we
23 don't need this, but there is this counterargument that if
24 you pick up the Washington Post and every day there is an
25 article about, you know, 10, 15, 20 percent of the military

1 is extremist. That is just bologna, and I am going to tone
2 down my rhetoric here in a hearing.

3 So, can I get your commitment to protect these troops
4 from these kinds of wild claims until you look at the data.
5 I have had senior military members here just in the last
6 couple of weeks asking them, do they think it is 10 percent?
7 Do they think it is 5 percent? Do they think it is 20
8 percent?

9 To be honest, they are offended. As you just said, it
10 is probably not many at all. If they are there, we should
11 crush them and get them out, but at the same time, we need
12 to make sure that the military is not, we are not letting
13 people who don't know anything about the military like these
14 Washington Post reporters make claims that somehow the
15 military is a hotbed of tens of thousands of racists. I
16 don't think it is true. What is your view on that?

17 But the key is data. Let's get data before we make
18 these giant, sweeping claims like the Under Secretary of
19 Defense did. I don't know how in the hell he is going to
20 lead the Pentagon, number-three guy at the Pentagon after he
21 made some wild claim that he had no data on. He even told
22 me in this hearing, no data, I just said it.

23 What is your view on this?

24 It is a really important issue and, trust me, the
25 average soldier is watching and they want someone to try to

1 defend them, not besmirch them.

2 Ms. Wormuth: Senator, as I said, in my experience, the
3 vast majority of soldiers serve with honor.

4 Senator Sullivan: Yes.

5 Ms. Wormuth: I think the vast majority of soldiers are
6 tolerant and inclusive in terms of working with their peers.
7 So, again, I don't think that this is a case where there are
8 large numbers of extremists, for example.

9 And I do think it would be useful to have additional
10 data. You know, as you said yourself, there are certainly
11 surveys, I think, that show that there are some pockets in
12 some cases of racist behavior. There are still some
13 institutional barriers to promotion, for example. But I
14 think things like something that I am very encouraged by is
15 the Army's new command assessment program that is going to,
16 which is a whole new terrific new evolution of how we select
17 our leaders. But one of the things that that program helps
18 us look at is attitudes and, you know, making sure that our
19 future leaders are intrusive and tolerant.

20 Senator Sullivan: Great. Well, if you can just
21 commit, get the data before any of these wild claims
22 continue, I think that would be helpful for our forces,
23 helpful for our military, helpful for broader society. But
24 the military has been, in many ways, on the forefront of a
25 lot of these issues and we want to keep it that way. Thank

1 you.

2 Chairman Reed: Thank you, Senator Sullivan.

3 And thank you, Ms. Wormuth, for your testimony today,
4 for your service for many, many years, and your willingness
5 to serve again, and I look forward to that service.

6 With that, I will adjourn the hearing.

7 [Whereupon, at 11:27 a.m., the hearing was adjourned.]

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