

Senate Armed Services Committee
Advance Policy Questions for Barbara Barrett
Nominee for Appointment to be Secretary of the Air Force

Duties and Responsibilities

Section 9013 of title 10, U.S. Code, designates the Secretary of the Air Force as the head of the Department of the Air Force and provides that subject to the authority, direction, and control of the Secretary of Defense, the Secretary of the Air Force is responsible for, and has the authority necessary to conduct, all affairs of the Department of the Air Force. The Secretary of the Air Force is also responsible for such other activities as may be prescribed by law or by the President or Secretary of Defense.

Section 9013 also provides that the “Secretary [of the Air Force] shall, to the greatest extent practicable, be appointed from among persons most highly qualified for the position by reason of background and experience, including persons with appropriate management or leadership experience.”

1) What is your understanding of the duties and functions of the Secretary of the Air Force?

The Secretary of the Air Force is responsible for all affairs of the Department of the Air Force in accordance with title 10 of the U.S. Code, subject to the authority, direction, and control of the Secretary of Defense. These functions include organizing, supplying, equipping, training, maintaining, and administering the Air Force.

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

If confirmed, I would consider it a privilege of the highest order to serve the Secretary of Defense and work with Congress to apply the best of my abilities to perform the responsibilities outlined under Title 10. Qualifying background and experience include:

- Supporting the Air Force and NASA, respectively, I chaired the space-focused non-profit FFRDC, the Aerospace Corporation for four terms, and am governance vice chairman of NASA’s Jet Propulsion Laboratory at Caltech.
- As U.S. Ambassador I had strategic responsibility for actions of all U.S. agencies in Finland.
- As Deputy Administrator of the FAA, I participated in rapidly rebuilding the U.S. air traffic control system, dealing with an aging aircraft fleet and ensuring America’s pilots, aircraft, airports and airways operated optimally.
- When Congress ordered the economic de-regulation of U.S. airlines, I was appointed Vice Chairman of the U.S. Civil Aeronautics Board, restructuring government to prepare America’s commercial aviation future.

- In aviation/space, I bring extensive background and experience including flying as an instrument-rated pilot and qualifying for flight in space to the International Space Station with NASA astronauts.
- In these and other roles, I have **organized** multiple governmental enterprises to produce results, **supplied** enterprises around the world and into space with sometimes sensitive assets necessary to achieve their mission, **equipped** women and men from Afghanistan to Zambia to perform their responsibilities, **trained** leaders from company presidents to aspiring young people from around the globe, **maintained** organizational integrity and structures and **administered** the laws and regulations essential to good order.

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

If confirmed, I would build upon the proud Air Force heritage to strengthen its future by applying any skills and experience I have honed over decades in roles related to leadership.

- In public service, I have worked on sensitive defense and security policy since the early 1980s, intermittently in Senate-confirmed roles, including multiple domestic (Civil Aeronautics Board vice chair, FAA deputy administrator) and diplomatic duties (Ambassador in Finland, advisor to U.S. Mission to the United Nations, chair of public diplomacy commission, etc.).
- I was CEO and interim President, respectively, of the American Management Association and Thunderbird School of Global Management, and taught leadership at those institutions. I also taught leadership at Harvard.
- Working with management and board colleagues, I participated in setting strategy for enterprises, large and small; profit and non; from Piper Aircraft to Raytheon; from Luke AFB to the Smithsonian and RAND.
- Within DoD, I participated in bringing management efficiencies (Defense Business Board), better policies for women including opening fighter and bomber piloting roles (Defense Advisory Committee on Women in the Services), and imagining future Naval Education for Seapower.
- Integrating the Air Force with the community, I served as the Honorary Commander of Luke AFB.
- Modernizing Arizona government, my first government job was to work with then-Senator Sandra Day O'Connor to establish a new department: The Arizona Department of Transportation.

4) Do you believe that there are any steps that you need to take to enhance your ability to perform the duties and responsibilities of the Secretary of the Air Force?

If confirmed, I believe I am ready to step into the duties and responsibilities of Secretary of the Air Force.

Nonetheless, every day I would learn from the men and women of the Air Force.

5) In light of the lines of effort set forth in the 2018 National Defense Strategy (NDS), what other duties and responsibilities do you anticipate the President or the Secretary of Defense would prescribe for you, if confirmed?

If confirmed, I will work with the President, Secretary of Defense and Air Force Senior Leadership to assess manpower, funding and equipment needs to successfully complete the Air Force mission.

6) If confirmed, what innovative ideas would you consider providing to the Secretary of Defense regarding the organization and operations of the Department of the Air Force?

If confirmed, I would assess the organization and operations of the Department of the Air Force to develop recommendations for any changes or innovations to the Secretary of Defense.

7) To the extent that the functions of the Air Force overlap with those of other DOD Components, what would be your approach, if confirmed, to consolidating and reducing unnecessary duplication?

If confirmed, I look forward to collaborating with the leaders of the other DoD Components to consolidate and reduce unnecessary duplication and recommend such changes to the Secretary of Defense.

In its report, providing for the Common Defense, the National Defense Strategy Commission cautioned, “there is an imbalance in civil-military relations on critical issues of strategy development and implementation. Civilian voices appear relatively muted on issues at the center of U.S. defense and national security policy.”

8) If confirmed, what specifically would you do to ensure that your tenure as Secretary of the Air Force epitomizes the fundamental requirement for civilian control of the Armed Forces embedded in the U.S. Constitution and other laws?

Civilian control of the Armed Forces is a basic tenet of America’s Constitution and governance. If confirmed, I would safeguard that bedrock principle by exercising the duties of leadership anticipated by this fundamental requirement. Specifically, I would work closely with military

leadership and seek advice without conceding the Secretary's statutory responsibility or authority, consistent with the Constitution.

9) If confirmed, what duties and responsibilities would you assign to the Under Secretary of the Air Force?

I understand the duties and functions of the Under Secretary as prescribed in Title 10 and pertinent Department of Defense regulations. If confirmed, I will review the current duties and responsibilities assigned to the Under Secretary and consider any changes within my authority.

10) If confirmed, over which members and organizations of the Air Force would you direct the Chief of Staff of the Air Force to exercise supervision and what would be the scope of such supervision? What other duties would you assign to the Chief of Staff of the Air Force?

I understand the duties and functions of the Chief of Staff as prescribed in Title 10 and pertinent Department of Defense regulations. If confirmed, I will review the current duties and responsibilities assigned to the Chief of Staff and consider any changes within my authority.

Major Challenges and Priorities

11) What is your vision for the Air Force of today? For the Air Force of the future?

To compete, deter, and win in great power competition, the Air Force must align with the National Defense Strategy. Today's Air Force must solidify readiness gains and continue prioritized, cost-effective modernization. To meet the needs of the future, the Department of the Air Force must continue today's mission while building the operational Space Force, which will be pivotal to America's future defense.

12) What is your understanding of the Air Force Warfighting Integration Capability program currently underway? Do you believe the program's objectives and execution merit your continued support, if confirmed as Secretary of the Air Force?

My understanding is this innovative effort has been successful in a relatively short period of time, thus allowing the Air Force to explore new concepts much faster, wargame new force design models, and develop a multi-domain strategy that identifies, guides and prioritizes future force development. If confirmed, I would fully expect to support the Air Force Warfighting Integration Capability. I appreciate that these efforts have elevated the joint conversation on multi-domain operations.

13) What do you consider to be the most significant challenges you would face if confirmed as Secretary of the Air Force?

If confirmed, I would face a wealth of significant challenges as identified in the National Defense Strategy.

The NDS tells us to focus on five priorities for the nation: 1) defend the homeland; 2) provide a safe, secure, and effective nuclear deterrent; and 3) prepare to defeat a powerful conventional enemy, all while 4) deterring opportunistic aggression and 5) disrupting violent extremists cost-effectively. Today we face including great power competition, continued asymmetrical threats, global economic restructuring, reshaped alliances, terrorism, rogue states and more.

Standing up a Space Force to meet America's future needs will be a key challenge.

Close to home, readiness challenges abound. As we focus on organizing, training and equipping for combat we must support our airmen by addressing suicides, sexual assault, the recruitment, retention and quality of life for our airmen and their families. We would address basic operational challenges, such as housing (mold, malfunctions, etc.) and environmental (PFOS/PFOA) matters. Much work has been done to address these serious issues and, if confirmed, I would support and fortify those efforts and initiate new ones, as warranted.

14) What plans do you have for addressing each of these challenges, if confirmed?

If confirmed I would address the challenges by continuing to adhere to the guidance set in the National Defense Strategy and the National Security Strategy. I plan to work with Congress, as well as the Secretaries of the Army, Navy and Defense, to build upon the Air Force's achievements and plans in recent years.

2018 National Defense Strategy

The 2018 NDS moved beyond the “two-war construct” that has guided defense strategy, capability development, and investment for the past three decades, and refocused DOD on a “2 + 3 framework”. That framework prioritizes “great power competition and conflict” with China and Russia as the primary challenges with which the United States must contend, together with the imperative of deterring and countering rogue regimes like North Korea and Iran. Finally the framework emphasizes the defeat of terrorist threats to the U.S. and the consolidation of gains in Iraq and Afghanistan, while moving to a “more resource sustainable” approach to counterterrorism.

15) In your view, does the 2018 NDS accurately assess the current strategic environment, including the most critical and enduring threats to the national security of the United States and its allies? Please explain your answer.

Yes, in my view the 2018 NDS accurately assesses the current strategic environment. China and Russia increasingly challenge free and open international order and impose their authoritarian model beyond their borders. They increasingly exert broad influence over other nations' economic, diplomatic, and security decisions. North Korea and Iran continue to seek weapons of mass destruction as well as long range delivery systems, through development or purchase. Violent extremist organizations also threaten our security with increasingly sophisticated capabilities.

The importance of space to our national defense may deserve more attention than given in the NDS. Reliable access to our space assets is essential to our national defense.

16) In your view, does the 2018 NDS correctly specify the priority missions and capabilities by which DOD can achieve its security objectives in the context of the current strategic environment?

Yes. In my view, the 2018 National Defense Strategy properly prioritizes missions and threats with respect to risk tolerance. The NDS correctly evaluates the current strategic environment with great powers, while retaining active focus on Iran, North Korea, and Violent Extremist Organizations. Even when battling violent extremists, we must not lose sight of growing great power influence.

17) Is the Air Force adequately sized, structured, and resourced to implement the 2018 NDS and the associated operational plans? Please explain your answer.

No, in my opinion, the Air Force isn't there yet. The National Defense Strategy calls on the Department of Defense to compete, deter, and win long-term, strategic competitions. Air Force analysis of operational plans and scenarios show a need to modernize, develop new operational concepts, and field advanced capabilities. As reflected in recent analyses, the Air Force needs to grow the Air Force operational squadrons, and integrate seamlessly with the Joint Force, allies, and partners.. The FY20 President's Budget request would help by continuing a steady end strength increase by adding 3,700 active duty airmen and an additional 700 in the reserve component airmen to improve readiness and lethality.

18) Does the Air Force have the requisite analytic capabilities and tools to support you, if confirmed as the Secretary of the Air Force, in evaluating the Air Force's force structure and sizing strategies to ensure that it can and will generate forces that are manned, trained, and equipped to execute the operational plans associated with the 2018 NDS? Please explain your answer.

The Air Force has the analytic capability and tools, but as senior OSD leaders recently testified, DoD's analytical abilities can always be improved. I understand that the Air Force has a dedicated analytical organization on the Air Staff as well as analytical organizations at its major commands. These professional analysts have the education, experience and training necessary to apply the most sophisticated operations research-based analyses using advanced analytical tools. These analysts evaluate force structure and sizing to assess changes, and risks. I expect these analytical resources will continue to be used to review the operational plans and USAF requirements.

19) If confirmed, how will you address any gaps or shortfalls in the Air Force's ability to meet the demands placed on it by the 2018 NDS and the operational plans that implement the strategy?

I understand that the Air Force has started to address gaps and shortfalls through the Air Force Warfighting Integration Capability office (AFWIC). I look forward to more fully understanding their process, conclusions and recommendations. If confirmed, I am committed to implementing the NDS.

20) If confirmed, what changes or adjustments would you make in the Air Force's implementation of the 2018 NDS?

If confirmed, I would carefully evaluate the Air Force's implementation of the 2018 NDS. I am aware that last year, Air Force analysis concluded that the Air Force is too small to achieve all it is asked to do within the NDS. It is my understanding that this analysis was the baseline assessment and the Air Force is examining alternative force designs. If confirmed I would continue this essential work. I am not in a position yet to assess specific changes or adjustments that I would make to current Air Force efforts, with the exception of standing up the Space Force in accordance with any Congressional authorizations and appropriate directives.

Air Force Readiness

21) How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and Combatant Commanders' associated operational plans?

Based on previous testimony from the previous Secretary of the Air Force and current Air Force Chief of Staff, they believe the Air Force is motivated to fully execute the NDS and Combatant Commanders' operational plans. I am not yet in a position to make my own assessment but it is clear, much remains to be done to build the Air Force we need to execute that Strategy.

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

In my view, the United States faces an increasingly complex global security environment, characterized by overt challenges to the free and open international order and the re-emergence of long-term, strategic competition. The NDS focuses on five priorities for the nation: 1) defend the homeland; 2) provide a safe, secure, and effective nuclear deterrent; and 3) prepare to defeat a powerful conventional enemy, all while 4) deterring opportunistic aggression and 5) disrupting violent extremists cost-effectively.

To meet these challenges, the Air Force needs systems and training to ensure air superiority, nuclear deterrence, cyber dominance, and space defense.

23 Are the current Joint Force (Air Component) mission sets currently aligned with the roles and missions of the Air Force? Are there specific areas that you believe should be considered for realignment?

At this point, I am not in a position to make an independent assessment. I am advised that the current Joint Force (Air Component) mission sets are aligned with the Joint Force's needs

without realignment.

24 In what specific ways has the Air Force utilized its increased budgetary authority over the past two years to foster readiness recovery?

According to reports, the Air Force has increased Total Force readiness by 17% since 2017. One key element of readiness recovery was proper headcount and skillsets within the squadrons. Enhanced Research and Development led to a technical edge through commercial artificial intelligence practices. One year earlier, the Air Force procured the equivalent of an additional squadron of fighters. This accelerated procurement decreased the average age of the fighter fleet to under 20 years by 2035 and provides Combatant Commanders additional resources to meet the NDS.

25 What is your assessment of the risk the Air Force has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

While significant progress has been made in improving readiness, it seems that the Air Force is not yet fully recovered from the damaging consequences of sequestration. In 1991 the Air Force consisted of 510,000 active duty airmen and a fleet of over 8,510 aircraft with an average age of 17 years. Today, despite the increasing peer threats laid out in the 2018 NDS, the Air Force is 1/3 smaller with a fleet of aircraft with an average age approaching 30 years.

Notwithstanding the significantly smaller force and aging fleet, I understand that the Air Force remains on target to achieve 80% readiness by the end of fiscal year 2020, six years faster than previous estimates. Achieving readiness rates across the Air Force to the levels needed will take focus, innovation, and persistence.

26 If confirmed, specifically what would you do to restore full spectrum Air Force readiness, and on what timelines?

I am in agreement with the Air Force readiness recovery plan as I understand it. Based upon the NDS, this plan prioritizes critical pacing units needed in the opening days of a peer campaign. The plan directs 80% of these units to be ready by the end of FY2020 and the rest of the units by the end of FY2024. If confirmed I would support continued Air Force efforts, to reach these goals.

27 If confirmed, how would you oversee compliance by the Air Force with your timelines to ensure that readiness goals are met?

If confirmed, I would request regular status updates from senior leaders at both Air Force and Major Command headquarters.

28 Does the Air Force have the requisite analytic capabilities and tools to support you, if confirmed as the Secretary of the Air Force, in measuring its readiness to execute the broad range of potential Air Force missions envisioned by

2018 NDS and associated operational plans—from low-intensity, gray-zone conflicts to protracted high intensity fights? Please explain your answer.

If confirmed, I would work with the Air Force leadership to upgrade analytic capabilities and tools. The fiscal year 2020 NDAA mandates all services report readiness through a common strategic Defense Readiness Reporting System. For this and internal purposes, better analytics would improve decision-making to execute the 2018 NDS.

29 If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Air Force to ensure future readiness?

If confirmed, I would balance investments to build the future Air Force the nation needs, on one hand, against maintenance of legacy systems to defend against today's threats. Investments in air, space and cyber are critical for future readiness but those investments must accommodate current needs. Working with Congress and Air Force leadership, we would find the balance between today's protections and the future success ensured by research/development, advanced weapons and battle management systems.

As the first civilian woman ever to land in an F-18 on an aircraft carrier, you have unique perspective as to the importance of aviation readiness in near peer combat.

30 What lessons have you taken from your aviation experience with regard to the importance of readiness for combat? If confirmed, how would those lessons shape your efforts to bring the Air Force back to full mission readiness?

If confirmed, I would bring to the job lessons from my longstanding association with civilian and military aviation. From my time in cockpits of military, general aviation and commercial aircraft, I understand the focus required for cockpit management even in uncontested environments. As Deputy Administrator of the Federal Aviation Administration, I learned the importance of training ranges and airspace allocations for military uses. As an instrument-rated pilot certified for space flight, I appreciate the mental and physical demands our military men and women face. From flying with the Finnish Air Force, I experienced the urgency felt by a small nation whose well-armed neighbor presents a daily threat. From my flight training with Lufthansa commercial pilots, I learned the importance of thorough understanding of different national or multilateral flight standards. From my own intermittent piloting experience, I know that an interruption in flight training can set back flight readiness. To restore full mission readiness, we must protect our airspace and ranges, ensure consistency of training, protect the well-being of our maintainers and pilots and their families and provide training platforms that are fully functional for training.

National Security Budget

In its 2018 report, the National Defense Strategy Commission recommended that Congress increase the base defense budget at an average rate of three to five percent above inflation through the Future Years Defense Program (FYDP).

31 Do you believe that the Air Force requires 3-5% real budgetary growth through the FYDP to implement effectively the 2018 NDS? Please explain your answer.

Yes, I believe the National Defense Strategy Commission was correct in predicting that the Air Force needs 3-5% budget growth through FYDP to fully implement the National Defense Strategy. Equally important, the Air Force needs steady and predictable funding to invest in future capabilities and technologies and begin new programs. In contrast, Continuing Resolutions disrupt technology and impede management of workforce, operations and maintenance. With adequate funding the Air Force stands ready to execute the five priority missions of the National Defense Strategy: Defend the homeland; Provide a safe, secure and effective nuclear deterrent; Defeat a powerful conventional enemy; Deter opportunistic aggression; and Disrupt violent extremists in a cost effective manner.

32 At proposed Fiscal Year (FY) 2020 funding levels, is the Air Force adequately funded to fight one major power rival, while maintaining deterrence and stability in other regions of the world? Please explain your answer.

Yes, the FY20 President's Budget Request was developed to fund Air Force responsibilities to fight one major power while maintaining deterrence and stability in other regions.

33 Is the proposed FY 2020 Air Force budget adequate to execute operations, maintain readiness, procure needed weapons and equipment, modernize capabilities, and sustain sailor and family quality of life? Please explain your answer.

Yes, from my external vantage point, it seems the FY20 budget request builds a more lethal and ready Air Force today, while fielding tomorrow's Air Force faster and smarter. I believe the budget request enables growth in readiness accounts, continues steady increases in end strength, renews emphasis on infrastructure recovery, continues ongoing development of advanced capabilities and recruits, rewards and retains airmen who make it possible.

34 If confirmed, by what standards would you measure the adequacy of Air Force funding going forward?

If confirmed, I would measure the adequacy of Air Force funding in its ability to compete, deter, and win in accordance with the NDS.

35 If confirmed, would you support the Chief of Staff of the Air Force in providing his unfunded priorities list to Congress in a timely manner, beginning with the FY 2021 budget request?

Yes, I would support the requirement for the Chief of Staff to submit an unfunded priority list.

Alliances and Partnerships

Mutually beneficial alliances and partnerships are crucial to U.S. success in competition and conflict against a great power. To this end, the 2018 NDS stresses the importance of strengthening existing U.S. alliances and partnerships, building or enhancing new ones, and promoting “mutual respect, responsibility, priorities, and accountability” in all of these relationships.

36 If confirmed, what specific actions would you take to strengthen existing U.S. alliances and partnerships, build new partnerships, and exploit opportunities in international cooperation?

If confirmed, I will engage and prioritize U.S. alliances and partnerships. Under my leadership, the U.S. Air Force will reassure our partners and allies of our security commitments. We would work to understand, anticipate and meet the needs of emerging security partners. We would also leverage existing regional security architectures to uphold rules-based order. Foreign military sales processes should ensure partners and allies that they will receive solutions that are tailored, and sustainable. If confirmed, I will seek to strengthen global posture planning, training and exercises, operational planning, research and development, education, and acquisition.

37 How would you characterize your familiarity with the civilian leaders of the Air Force enterprises of other nations and multi-national and international air power-focused consultative forums? If confirmed, on which leaders and forums would you focus your engagement with a view to advancing most effectively the national security interests of the U.S. Air Force?

Through the past three and a half decades my aviation, diplomacy and other duties have caused me to interact with civilian, business and military leaders from most countries of the world. While U.S. Air Force structure is unique, most countries take pride in their aviation resources. If confirmed, I would prioritize my focus where needed to optimize existing and new strategic relationships.

Acquisition

In successive National Defense Authorization Acts (NDAAs) beginning in FY 2013 and culminating in FY 2019, Congress expanded and refined the acquisition-related functions of the Chief of Staff of the Air Force and the other Service Chiefs.

38 If confirmed, how would you synchronize your acquisition-related responsibilities with those of the Chief of Staff of the Air Force?

If confirmed, I am committed to fostering a close working relationship with the Chief of Staff to ensure that acquisition policies and resources are aligned to meet the needs of the Air Force while respecting his additional responsibilities as a member of the Joint Chiefs of Staff.

39 If confirmed, what role would you assign to the Chief of Staff of Air Force for delivering acquisition programs on time and on budget?

While the Secretary focuses on budgets and acquisition, and the Chief has authority for requirements. If confirmed, I would build a close working relationship to make decisions that are the best for the warfighter and derive the best value for the taxpayer.

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

If confirmed, I would be ultimately responsible. If confirmed, I intend to continue the acquisition environment where our program leaders are encouraged to move with deliberate speed to drive successful outcomes that deliver capability directly into the warfighter's hands.

Section 804 of the FY 2016 NDAA authorized DOD to employ an acquisition approach that enables the rapid delivery of new capability to meet emerging operational needs.

41 In your view, what benefit does the Air Force derive from its current strategy grounded in robust utilization of Section 804 authority? What risks accrue? What processes would you put in place to ensure appropriate oversight of the Air Force's use of 804 authorities? Please explain your answer.

From my understanding, Section 804 provides the Department with another acquisition tool that enables programs to improve the speed of acquisition. Specifically, the Air Force customizes the process to identify and address risks earlier and expedite capability to the warfighter. The speed with discipline approach helps avoid the accrual of risks. If confirmed I will work closely with the Service Acquisition Executive to ensure effective oversight and control of this critical process.

One of the challenges facing many acquisition programs—ranging from weapons systems to business systems—is unrealistic and infeasible technical specifications.

42 What best practices can the Air Force employ to generate realistic and feasible specifications, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Experimentation and prototyping are tools that can mature technology and balance desired requirements with prototype demonstrations so airmen can receive capability faster and at lower cost. Experimentation can help shift the culture from risk aversion to one that celebrates and rewards occasional productive failure. Today there is a greater willingness to "fail fast," harvest lessons learned and continue to innovate.

43 Would you expect the Air Force to derive benefits from participation in a greater number of joint acquisition programs? Please explain your answer.

Yes, I would expect the Air Force to derive benefits from the participation in joint acquisition programs. Reducing duplication of efforts and leveraging what the other Services are already doing is logical. This can afford the Department savings across the life of a program.

One long-standing special civilian personnel management program is the DOD Civilian Acquisition Workforce Personnel Demonstration Project (commonly known as AcqDemo). Originally implemented in 1999, AcqDemo provides tremendous flexibility in the compensation, hiring, and overall management of a critical component of DOD's civilian workforce. AcqDemo has been deemed a success by the Department and by the employees it covers, yet almost 20 years later, it remains a "temporary" authority.

44 In your judgment, is there merit in the assertion—advanced by some in DOD—that AcqDemo should continue as a temporary authority?

No, I do not believe there is merit in the assertion that the Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) should continue as a temporary authority. I support the Department's efforts to make this a permanent authority, and if confirmed, I will work to implement permanency.

45 In your view, are there sound reasons for transitioning AcqDemo to a permanent program?

Yes, there are sound reasons for the transitioning to a permanent program. From what I understand Air Force is the largest service utilizing AcqDemo to manage a major portion of our acquisition workforce. Permanence would remove the uncertainty associated with a program that must have its authority renewed through legislation, currently on a three year interval. Permanency would remove management and employee uncertainty. If confirmed I will work toward implementation.

46 In your view, could the AcqDemo system be applied successfully—as it currently stands, or with modifications—to other civilian personnel functional communities?

The AcqDemo design could translate to other white-collar, professional, jobs within the Air Force and across the Department, but it would need to be updated to include additional positions. The design of AcqDemo works to ensure employee compensation is aligned to an employee's contribution to the mission, and is not based on their longevity in a position. This philosophy and approach to rewarding and incentivizing employees is exactly what is needed in the Department.

47 What is your assessment of the size and capability of the Air Force acquisition workforce?

While I have not worked with the acquisitions team, in conversations and reading the Air Force acquisitions team receives many unsolicited favorable comments. It seems that the Air Force is well served by creative, competent, thoughtful, empowered program managers and supporting teams who focus on delivering capability to the warfighter with alacrity.

48 If confirmed, what steps would you take to ensure that the Department of the Air Force has an acquisition workforce of the size and capability needed to manage acquisition challenges?

If confirmed, I will work with Air Force acquisition leaders to monitor, oversee and review the acquisition workforce.

49 Do you perceive any unique requirements, capabilities, or processes that are, or should be associated with the Air Force's acquisition of software?

While the Air Force can learn from industry's development and release of software, Air Force software may require special handling.

50 Given the 98 recommendations submitted by the Section 809 Advisory Panel on Streamlining and Codifying Acquisition Regulations, what additional acquisition-related reforms would you recommend for implementation, if confirmed?

Although I have not been briefed on details of the Section 809 Advisory Panel's recommendations, streamlining acquisition regulations and reducing bureaucracy can expedite development of critical capabilities for our warfighters and reduce costs. If confirmed, I plan to review the Panel's recommendations and work with Congress to implement additional appropriate reforms.

Test and Evaluation

A natural tension exists between the goals of major defense acquisition programs to reduce cost and accelerate schedule and the need to ensure performance meets requirements and specifications—the objective of the test and evaluation function.

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

I believe it is appropriate to procure weapons systems and equipment that have not been demonstrated through test and evaluation when an urgent and clear warfighter need exists, the technical risk is low, the system has been demonstrated in some capacity (including cyber-security), and the planned procurement is limited.

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

To ensure prompt fielding of systems that work, the test and evaluation enterprise links rapid acquisition with the joint warfighter. Today, a symbiotic partnership connects the Air Force Test Center, the Air Force Operational Test and Evaluation Center, and Program Executive Office Digital. As a result, evolutionary test approaches now support rapid acquisition.

53 Are you satisfied with Air Force test and evaluation capabilities? In which areas, if any, do you feel the Air Force should be developing new test and evaluation capabilities?

The Air Force Test and Evaluation Enterprise seems to have an outstanding capability. It continuously adapts to address emergent technologies and threats. Future opportunities exist for them to develop Space, Hypersonic, Cyber-Security, Directed Energy and Autonomous Systems test capabilities.

54 Do you believe the Air Force should exploit non-developmental or commercial off-the-shelf solutions to meet Air Force requirements? How would you evaluate the sufficiency of COTS solutions in meeting warfighter requirements?

Yes, I believe there are appropriate occasions when we should look at non-developmental and COTS solutions. COTS solutions often are particularly effective for routine business-type functions. Cyber vulnerabilities must be carefully evaluated before using COTS solutions.

Audit Readiness

Since 1995, DOD's financial management has been on the Government Accountability Office's (GAO's) High-Risk list—identified as vulnerable to fraud, waste, abuse, and mismanagement. Yet despite the Department's investment of significant effort and dollars, the FY 2018 DOD audit resulted in a disclaimer of opinion—auditors could not express an opinion on DOD financial statements because the financial information was not sufficiently reliable—and more than 1,000 auditor-issued notices of findings and recommendations (NFRs). Since then, the Department has developed Corrective Action Plans (CAPs) to address each NFR.

55 If confirmed, what specific actions will you take or direct to achieve better outcomes than have past initiatives intended to improve Air Force auditability?

Based on lessons learned from recent Air Force audits, if confirmed, I will direct management to focus on auditors' recommendations which were identified as essential for a clean opinion. This is a standard of feedback unavailable to past leadership teams.

56 If confirmed, by what metric will you evaluate the success of each CAP in remediating the NFR to which it responds? How would you track the costs of implementing each CAP and assess the return on investment?

Ultimately the success of each CAP will be determined by the auditor. Still, if confirmed, I would direct the audit team to perform a robust pre-validation of all CAPs to drive a 90% or better closure rate. Additionally, we could link CAPs to resolving our Material Weaknesses. Where feasible, we would attempt to capture the costs associated with specific CAP implementation to evaluate return on investment.

Reform of DOD Business Operations

Reform of the Department's business operations is the third pillar of the 2018 NDS, with the goal of saving \$46 Billion over four years—savings that would be reinvested in enhancing the readiness and lethality of the force. On February 8, 2019, Defense News Online reported that the Department's business reform efforts had yielded a validated \$4.7 Billion in savings for FYs 17 and 18—slightly more than 10% of the overall goal.

57 What reforms did the Air Force enact to contribute to the \$4.7 Billion in savings reported?

I understand that the Air Force's reform efforts are derived from initiatives to relentlessly seek ways to better support the national strategic guidance. One such initiative over the past several years has been the Air Force's focus on better buying power. This initiative is seen in the form of category management, which takes into consideration demand management and market intelligence to drive improved business outcomes, which in turn improves effectiveness and efficiency.

58 To what readiness and lethality objectives or programs will Air Force savings be transferred?

I understand that over the past several years the Air Force has taken savings from reform initiatives to reinvest in areas such as the Advanced Battle Management System, Next-Generation Overhead Persistent Infrared and B-2 Defensive Management System modernization.

59 What ideas would you explore and implement, if confirmed, further to reform the Air Force's business operations?

If confirmed, I would pursue modern day-to-day business operations by evolving to a Digital Air Force. We would improve business operations through application rationalization, system consolidation, enterprise optimization and continuous process improvement. These techniques would allow the Air Force to continually identify cost savings to reinvest into readiness and lethality of the force.

Nuclear Enterprise

The 2018 Nuclear Posture Review (NPR) reaffirmed long-held American doctrine that includes limiting the use of nuclear weapons to “extreme circumstances” and the need to maintain the nation’s nuclear triad of land-, sea-, and air-based capabilities. The NPR also recommended both the development of a low-yield nuclear weapon to deter threats from Russia, and potentially, the return of a nuclear sea-launched cruise missile to the Navy fleet.

60 Do you agree that modernizing each leg of the nuclear triad and the Department of Energy (DOE) nuclear weapons complex is a critical national security priority?

Yes. A safe, secure, reliable and effective nuclear triad is essential to deterring threats against the U.S. homeland. The Air Force’s nuclear modernization program addresses the 2018 Nuclear Posture Review’s (NPR) imperative to protect the United States and our allies by recapitalizing current systems whose operational lifetimes can no longer be extended, ensuring we sustain our deterrent capabilities even as adversaries expand and improve their forces

61 If confirmed, what priority would you accord in the overall Air Force acquisition budget to the following Air Force nuclear modernization programs within the overall Air Force acquisition budget over the next five to ten years?: the Ground Based Strategic Deterrent, the Long Range Standoff Weapon, a nuclear-capable variant of the F-35, and modernization of the nuclear command and control infrastructure?

Nuclear deterrence is the Department of Defense’s number one priority mission and highest investment priority. Each leg of the nuclear triad, and the nuclear command and control capability that connects them to national leadership, is essential, complementary and critical to complicating the enemy’s decision calculus. Most of the systems that compose the triad have exceeded their original design lives. They must all be modernized or risk obsolescence.

62 What is your assessment of the efficacy of current nuclear modernization acquisition programs with respect to nuclear certification of the systems at issue?

In FY17, the Air Force tasked the AF Scientific Advisory Board (SAB) to independently study nuclear surety and certification for emerging systems and identify areas that introduce nuclear surety and certification challenges. The SAB made several recommendations focused on workforce, reliability, cyber resiliency requirements, investment in cyber science and technology, and certification systems engineering. I understand that the Air Force is in the process of implementing all of SAB’s recommendations in order to ensure on-time delivery of nuclear weapon systems.

63 Do you believe the current program of record is sufficient to support the full modernization of the nuclear triad, including delivery systems, warheads, and infrastructure?

Yes, the Air Force is committing the resources necessary to modernize the air and ground

components of the nuclear triad including the replacement for the Minuteman III ICBM, the Ground Based Strategic Deterrent. The Air Force's efforts are synchronized with the Navy and National Nuclear Security Administration to ensure on-time delivery of weapons and platforms and, if needed, prepared to adjust programs of record to achieve required capability.

64 What are your ideas for working across the Joint Force to mitigate the risk that all three legs of the nuclear triad will “aging out” simultaneously at the end of the 2020s?

I have been advised that the Air Force, Navy, OSD, and STRATCOM are working in lock step through the Nuclear Weapons Council the Defense Acquisition Board and the other fora to ensure that the Air Force's nuclear modernization efforts support the continuation of the nuclear triad even as the current systems are replaced. For example, the Long-Range Stand-Off (LRSO) cruise missile helps the Air Force bridge the gap between legacy systems and modernization efforts as it maintains our capability to deliver weapons that can penetrate and survive advanced integrated air defenses.

65 Do you support and intend to advocate for the Long Range Stand-Off weapon?

Yes. Nuclear capable bombers with LRSO provide the nuclear triad with a clear, visible, and tailorable deterrent to provide the President and U.S. Forces the ability to project power and hold at risk any target at any location on the globe, to include anti-access and area denial environments. LRSO provides a reliable cost-effective force multiplier for nuclear capable bombers to credibly deter adversaries and assure allies by providing options that hold adversary's targets at risk from any direction.

66 Do you believe a nuclear “No First Use” policy would be appropriate for the United States? Why or why not?

No, the U.S. should retain a policy of calculated ambiguity, which creates uncertainty in the mind of a potential aggressor about just how the U.S. might respond to an act of aggression. Such ambiguity ought to reinforce restraint and caution on the part of that potential aggressor. Further, a U.S. “no first use” policy could undermine our relationships with our allies by suggesting the U.S. would not use the full means at its disposal to deter and respond to devastating strategic attacks on our allies and partners—and could even incentivize U.S. allies and partners to pursue their own nuclear forces.

67 In your view, does the Stockpile Stewardship Program provide the tools necessary to ensure the safety and reliability of the nuclear weapons stockpile without testing? If not, what tools are needed?

Stockpile Stewardship Program along with the current Program of Record for nuclear modernization help ensure that the U.S. nuclear weapons stockpile remains safe, secure and reliability into the future. I have been advised that the National Nuclear Security Administration (NNSA) has areas that require further investments to continue verifying the stockpile, including exascale computing, operational enhanced capability for subcritical experiments, and pulsed power technologies. NNSA must revitalize and modernize its infrastructure to ensure the nuclear

security enterprise can continue its work safely and effectively.

In 2014, then-Secretary of Defense Hagel directed a comprehensive review of the DOD nuclear enterprise in response to adverse incidents involving U.S. nuclear forces and their senior leadership. The report included recommendations to improve personnel management, enforce security requirements, increase deliberate senior leader focus and attention, enact and sustain a change in culture, and address numerous other concerns. More than five years later, responsibility for addressing these recommendations and monitoring implementation of corrective actions has been transferred from OSD to the Military Services.

68 In your view, is the Air Force maintaining appropriate focus on implementing the corrective actions recommended by the Nuclear Enterprise Review?

Yes. The Air Force remains committed to the Nuclear Enterprise Review and works with stakeholders across the Air Force's portion of the nuclear enterprise to develop policies, action items, and budget documents for successful resolution of Nuclear Enterprise Review items. The Air Force has bi-weekly conversations with Office of the Secretary of Defense, Joint Staff, and Service partners to keep them informed of actions to implement the Nuclear Enterprise Review's recommendations.

69 If confirmed, what would be your role in ensuring that the Air Force continues its efforts to improve the training, readiness, morale, welfare, and quality of life of the airmen charged to execute and support the Air Force's nuclear mission?

If confirmed, I will focus on optimizing and leveraging the special skills and talent of nuclear professionals through sustained training, education and experiential development, while offering wellness and quality of life programs that build resilient airmen and families. The 2014 Nuclear Enterprise Review (NER) began to address these issues, and airmen benefit from these improvements today.

Air Force Programs

70 What is your understanding and assessment of the following research, development, and acquisition programs? Is each program currently within projected cost, schedule, and performance criteria? If not, what would you do, if confirmed as Secretary of the Air Force, to bring each program into compliance?

Until I have the opportunity to be briefed in detail, I don't have enough information to assess the cost, schedule, and performance of these programs. Each of these programs is vital to Air Force execution of the National Defense Strategy and support of Combat Commanders. If confirmed I would become informed about these programs. I would also work with the Service Acquisition Executive to ensure that all programs are in compliance of cost, schedule and performance criteria.

Response if wanting to address each program:

- **F-35**
- **F-15EX**
- **KC-46**
- **F-22**
- **UH-1 Recap**
- **EC-37**
- **Air Force One**
- **B-52 Re-engining**
- **Combat Rescue Helicopter**
- **Ground Based Strategic Deterrent**
- **Long Range Standoff Weapon**
- **NC3 upgrades**
- **Next Gen OPIR**
- **ABMS**
- **Unified Platform**
- **GPS III & OCX**
- **Light Attack Experiment**
- **T-X**
- **Low Cost Attritable Aircraft**
- **Agile Prime**
- **Contract Adversary Air**
- **National Security Space Launch**

The Air Force is on record as needing to purchase a minimum of 72 fighter aircraft

per year to maintain requisite force structure.

71 In your opinion, what is the optimum mix of 4th and 5th generation aircraft required to meet the threat outlined in the 2018 NDS?

Given current budgetary realities and readiness requirements, I understand the FY20 President's Budget submission of 48 F-35s and an initial buy of F-15EXs will put the AF on the path for the optimal mix of fighter aircraft required to meet the challenges listed in the 2018 NDS. I agree with what the Air Force stated publicly earlier this year: "We are not buying fighters fast enough to replace the ones that are getting too old to keep flying."

72 Given the importance of extending the range of U.S. aircraft, what do you believe to be the overall tanker requirement for the Air Force and at what rate and on what schedule must the Air Force procure the new KC-46 to attain that requirement?

The FY 2019 National Defense Authorization Act limits retirement of legacy tanker aircraft and requires the Air Force to maintain no fewer than 479 aircraft. Once tanker inventories reach 479, it is my understanding that the Air Force will begin divesting legacy tankers (96 KC-135s and all 59 KC-10s). The Air Force has said sequencing will be linked to basing actions and KC-46A deliveries. At the current delivery rate of three KC-46 aircraft per month, I understand the Air Force expects to reach that number by November.

Large-scale exercises such as Red Flag have illustrated that 5th generation fighters such as the F-22 and F-35 need to fly against multiple adversary aircraft to conduct much of their required training. The Air Force has taken a number of steps to address shortages in adversary air, including using contract air and requiring units to supply their own adversary air.

73 What are your views as to the appropriate balance of contract and organic adversary air capability? If confirmed, how would you ensure that the Air Force properly addresses the challenges associated with the availability of adversary air to ensure that its 5th generation fighters are properly trained and ready for combat?

Training to the high-end fight described in the National Defense Strategy requires a mix of 4th and 5th generation adversary air threats. I understand no contract is capable of providing 5th gen threats, so the Air Force will have no choice but to continue to provide its own such adversaries for the foreseeable future. This is illustrated by the fact that CSAF recently directed the stand-up of an F-35 Aggressor Squadron at Nellis AFB, NV. However, utilizing advanced fighter aircraft in the role of adversary air is inefficient with respect to their operating costs and wastes valuable training time that these aircrew could otherwise dedicate to their primary missions. In this sense,

maximizing contract adversary air makes sense both fiscally and tactically. If confirmed, I would continue Air Force efforts to ensure its 5th gen fighter force is combat mission ready by capitalizing on current contracts and looking to develop future opportunities.

74 What is your assessment of the readiness of the Air Force heavy bomber fleet? As to each of the airframes listed below, what improvements should be made to increase airframe readiness?

- B-1
- B-52
- B-2

These three heavy bomber airframes constitute the workhorses upon which combatant commanders from Central Command to Indo-Pacific Command depend for nuclear deterrent. Demand for this fleet, including the aged but capable B-52, continues and is core to the NDS. The Air Force took steps to bring the B-1 fleet home in order to sustain its readiness. Still, there is confidence that these airframes will meet the needs for bomber fleet readiness into the future. With care this fleet will remain ready and relevant.

Munitions

Air Force munitions inventories—particularly for precision guided munitions and air to air missiles—have declined significantly due to high operational usage, insufficient procurement, and a requirements system that does not adequately account for the ongoing need to transfer munitions to our allies.

75 If confirmed, what steps would you take to ensure the Air Force has sufficient inventories of munitions to meet the needs of Combatant Commanders?

If confirmed, I would seek to ensure that Air Force procurement consider manufacturing capacity, total demand and long-term support of weapons systems and munitions.

76 What changes in budgeting and acquisition processes would you recommend to facilitate faster Air Force munitions replenishment rates?

If confirmed, I would recommend program element consolidation to generate flexibility to meet changes in replenishment rates. Also, when appropriate, multi-year procurement authorization based on design maturity would allow unit cost savings and increased replenishment rates. Finally, Congressional support funds essential base and Overseas Contingency Operations.

77 How will the Air Force adapt to self-imposed DOD restrictions on area attack and denial munitions, consistent with the Ottawa Agreements?

The U.S. is not signatory to the Ottawa Convention; the U.S. views area attack and denial munitions as lawful weapons when employed in accordance with U.S. laws and policy. Joint Publication 3-15 states, “The US is not an official party to the Ottawa Convention, but on 23 September 2014 announced it was aligning its antipersonnel land mine (APL) policy outside the Korean Peninsula with the key requirements of the Ottawa Convention. US policy also governs some demining operations. In conducting mining operations, joint forces apply the Chairman of the Joint Chiefs of Staff standing rules of engagement (ROE) in the development of ROE to ensure their actions are consistent with such laws and policies.”

Equipment Readiness

78 The Air Force is currently flying its oldest and smallest fleet in its history. How would you propose that the Air Force balance increased readiness for current capability while maintaining or increasing the modernization schedule?

Today’s Air Force employs counterinsurgency and counterterrorism operations that have evolved over two decades. The Air Force we need must grow and incorporate advanced technology and wield cutting-edge capabilities in new and innovative ways. If confirmed, I would work to continue to invest in weapon system sustainment by balancing inventory, increasing our maintenance capacity and enhancing our training and proficiency. We cannot do one at the expense of the other. If confirmed, I would continue to pursue the Air Force our Nation needs by making analytically informed decisions to balance risk across the enterprise in the near and mid-term.

79 What is your understanding and assessment of the methods currently used for estimating the funding needed for the maintenance of Air Force equipment, particularly aircraft?

I understand the Air Force employs a rigorous, bottom-up build of life-cycle sustainment for equipment. Every sustainment task for each aircraft type is catalogued, captured in a management information system, and costed for working capital-funded labor hours and material. Still, it seems benefits could be derived from Air Force reassessment of aircraft equipment maintenance

80 Do you believe that increased investment is needed to reduce the backlog in equipment maintenance that has accrued over the last several years?

Yes. Urgent readiness concerns haunt the Air Force partly because of equipment

maintenance. Restoring Air Force readiness will require increased investment to reduce the backlog and rebuild capability.

81 How important is reduction of the materiel maintenance backlog to improvements in readiness?

Reduction of the materiel maintenance backlog is essential to improving Air Force readiness. Increased funding for weapon sustainment, training, and infrastructure are all necessary to reduce the materiel maintenance backlog and return to readiness.

82 In your view, is the Air Force's continued receipt of Overseas Contingency Operations (OCO) funding necessary to ensure all equipment is reset?

Yes, Overseas Contingency Operations funding is essential to Air Force recovery from nearly 20 years of constant fighting. I understand, a team of airmen recently conducted a detailed sustainment review and produced 45 recommendations to ensure aircraft and equipment are ready to meet Combatant Commander timelines. Innovative technologies are streamlining supply chains, driving engineering improvements, and managing fleets. Maintenance personnel are more efficient and effective using new data-driven techniques. New analytic tools and sensors match industry best-practices. These initiatives along with OCO funding should enable equipment re-set for the next fight.

Space

The United States is increasingly dependent on space, both economically and militarily—from the Global Positioning System on which many industries and military capabilities rely, to the missile warning systems that underpin U.S. nuclear deterrence. Our great power competitors—China and Russia—are engaged in a concerted effort to leap ahead of U.S. technology and impact U.S. freedom of action in the space warfighting domain.

83 In your view, does the 2018 NDS accurately assess the strategic environment as it pertains to the domain of space?

Yes. China and Russia are aggressively growing their capability to exploit space for communications, navigation, and intelligence purposes while simultaneously developing a broad range of counterspace technologies. Declining launch costs and improving small satellite technologies are also making space and space-enabled capabilities more accessible to actors and potential adversaries at all levels. Space is a vital national interest. Freedom of action in space must be preserved. In my view, we must prepare to defend critical space assets and increase resilience of our space enterprise.

84 In your view, what will “great power competition” look like in space and to what extent do you view China's and Russia's activities related to the space domain as a threat or challenge to U.S. national security interests?

All elements of American national power depend upon space. Our potential adversaries recognize this. China and Russia have taken actions to undermine our competitive advantage and impair our ability to meet alliance commitments. Moreover, both China and Russia continue to develop and field capabilities to disrupt, degrade and destroy U.S national security space assets, while deploying their own space capabilities to detect, track and attempt to defeat U.S. and allied forces. In my view, deterring a conflict in space must be a top priority; furthermore, should deterrence fail we must be prepared to fight and win.

85 Are there other nation-states or other actors operating in space that you perceive as a risk to the United States or as cause for concern? If so, why?

Yes. Space is increasingly a strategic friction point. Competition for access, capability, and protection in space is intensifying. Today, China and Russia are the most pressing threats to U.S. interests; however, other potential adversaries, such as North Korea and Iran, recognize the importance of space power to our defense and our way of life. Accordingly, both the DPRK and Iran see the value of space and counterspace capabilities, including GPS and satellite jamming. We must anticipate that they would attempt to deny our use of space during a conflict.

DIA's insightful report "Challenges to Security in Space" highlighted Iranian and North Korean space-enabled services that can challenge competing militaries. Both have demonstrated jamming capabilities targeted at satellites, and both maintain independent space launch capabilities, which can serve as avenues for testing ballistic missile technologies.

86 How would you assess the current readiness of the Air Force—across the domains of materiel and equipment, personnel, and training—to implement the 2018 NDS and U.S. strategic objectives as they relate to the space warfighting domain?

Much has been done but much more remains to be done to strengthen America's competitive advantages in space. The Department of the Air Force is leading efforts to strengthen the readiness of our space forces to operate in a contested domain. As the Department implements strategic guidance in the National Defense Strategy, National Military Strategy, and Joint Doctrine, the Air Force is improving joint, multi-domain operations.

The Senate version of the FY 2020 NDAA includes a provision directing the creation of the U.S. Space Force. The establishment of this separate service, placed under the Air Force, is intended to ensure laser-like focus on the space warfighting domain and its role in great power competition, and on our ability as a nation to acquire and place space assets on orbit in support of the 2018 NDS.

87 What are your views on the merits of establishing the U.S. Space Force?

I am in full support of the establishment of the U.S. Space Force. A domain-specific service to

organize, train, and equip space forces is overdue. The U.S. Space Force is needed to address current and future threats and strategic opportunities in space.

88 If confirmed, what would be your relationship with:

▪ **The Commander, U.S. Space Command (USSPACECOM)**

The Space Force will be responsible for organizing, training, equipping, and presenting mission-ready space experts, capabilities, and units for the national command authority and USSPACECOM to employ. The USSPACECOM Commander will be my primary customer for these space forces.

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▪ **The Commander, U.S. Space Force**

If Space Force is created as the sixth branch of the Armed Forces, I look forward to establishing a strong, positive and productive relationship with the uniformed leadership of the U.S. Space Force, if confirmed.

▪ **The Principal Assistant to the Secretary of the Air Force for Space Acquisition and Integration (SAF/SP)**

If S. 1790, Sec. 1602, is enacted in law, the Principal Assistant to the Secretary of the Air Force for Space Acquisition and Integration will be a new position in the Secretariat responsible for space acquisition within the Department of the Air Force. If confirmed, I will oversee establishment of this new position and transfer of space acquisition functions from the current Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics.

▪ **The Director, National Reconnaissance Office**

The U.S. Space Force and NRO must have a very close partnership. We would be key partners in developing, fielding and operating an integrated national security space architecture. The Air Force and NRO have been closely linked throughout the existence of the NRO. They share design and architecture work. If confirmed, I would continue this essential and symbiotic partnership.

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89 If confirmed, specifically what will you do to cultivate a warfighting ethos in the U.S. Space Force?

If confirmed, cultivating a strategic warfighting ethos within the U.S. Space Force would be a top priority of my tenure. Specifically, I would work to prioritize space capability within the new Space Force. I would leverage Air Force infrastructure where logical to do so. The U.S. Space Force must move forward smartly with focus on capability.

90 What is your vision for the inclusion of the Reserve Components as a part of the U.S. Space Force and as

contributors to Joint Force space operations and activities?

If confirmed, I will work with the Reserve Components, the Secretary of Defense, and Congress on the necessary legislation to integrate Reserve Component expertise into the Space Force. The Reserve Components are critical to the space mission performed in the Air Force today, and will remain critical to executing the space mission in the U.S. Space Force.

91 Were there to be a conflict in a space or related domain, what are your views on the importance of unity of command as compared to unity of effort between DOD and Intelligence Community assets, both in space and on the ground?

In time of conflict, basic warfighting principles including unity of command must prevail whatever the domain. Among the warfighters, command must be unified, ensuring that all subordinate members of the warfighting structure are responsible to a single commander. Command relationships must be established prior to conflict and rehearsed with agencies outside of the Air Force.. Within the new U.S. Space Force, structures must be established early to define unity of command, as compared with unity of effort.

92 How will you and the Air Force, writ large, support the Commander, U.S. Space Force in recruiting and retaining space warfighters who will form the new Space Force?

Initially, the Commander, U.S. Space Force will leverage Air Force recruiting and retention resources, for instance, while the Space Force builds its warfighting doctrine, training, education, culture, and capabilities. If confirmed, I will guide and review this plan.

93 If confirmed, what would be your role, and that of the Air Force, in ensuring the direction and management of Space Acquisition? How would you ensure full integration across the national security space enterprise—to include appropriate elements of the Intelligence Community?

If confirmed, my role would be to ensure the Department's ability to execute space programs and integrate multi-domain command and control across air and space. I am fully committed to work with the Department's leadership and Congress to improve space acquisition to meet the critical needs posed by advancing space threats. Specifically, I would look to delegate more decision authority and maximize rapid acquisition authorizations, like Section 804, that emphasize early prototyping to reduce risk and accelerate fielding.

94 What specific actions would you take, if confirmed, to enhance existing Air Force acquisition policies and process to move space operations projects to orbit faster and cheaper?

If confirmed, I plan to delegate decisions to the lowest feasible level, and empower decision-

makers with increased opportunities for design trades, experimentation, prototyping, and tailored acquisition. In 2016 and 2017, Congress enabled the Air Force to tailor and accelerate programs that maintain cutting edge capability and resources. As a result, the Air Force accelerated transfer of capability from the innovator to the warfighter. Now space is a contested warfighting domain where timely access to space-based capabilities may be decisive at critical times.

95 Do you support the present progress of the National Security Space Launch competition—known as the USAF Phase 2 Launch Service Procurement? If confirmed, how, if at all, would you change the present competition and to what purpose?

The launch community's interest in the National Security Space Launch competition as demonstrated by the investments through public-private partnerships is encouraging. Properly structured, competition among vendors tends to discipline prices and motivate innovation to benefit both the warfighter and the taxpayer. If confirmed, I would continue the current innovative acquisition strategies while seeking to obviate reliance upon foreign rocket engines for access to space.

96 Do you believe the space launch market can sustain four launch providers?

Yes. Currently the space launch business entices nontraditional providers offering unconventional lift ideas. New, disruptive participants have already improved elements of the launch business and transformed thinking about what is possible. With reduced costs of launch and new miniaturized form factors of space vehicles the space business is growing. Whether four providers are sustained in the long run or not, benefits accrue from participation of innovative thinking in the market.

Given your service with Aerospace and your training as private space participant, you have direct experience with the potential effects—positive and negative—of continued use of the RD-180 Russian-produced engine for Space Launch.

97 Do you believe the RD-180 is a viable technology? Should the United States continue to use the RD-180?

Yes, the RD-180 is viable. Still, I much prefer that the U.S. grow our own reliable launch vehicles for National Security Space assets regardless of orbit or payload size.

98 If confirmed, how would you apply section 1601 of the FY 2017 NDAA regarding exceptions to purchase of the RD-180 engine for national security missions?

If confirmed, I would intend to comply with all Congressional direction, including the 2017 National Defense Authorization Act, Section 1601. Still, we have a lift problem until we develop reliable domestic rocket engines with lift to meet our National Security Space needs.

99 Do you believe it is time for the United States to align more closely with the Russian launch industry or should the United States disconnect from any and all Russian Launch support?

The commercial market will ultimately drive how many launch providers the market can sustain. The limited number of government missions is not enough to support four launch providers, so supplemental commercial customers would be needed to maintain complete viability in the marketplace. I believe the U.S. should develop launch capabilities to meet U.S. national security needs as rapidly as feasible. We should do what is best for our country. National security matters demand self-sufficiency. Still, if we are not self-sufficient and must align to achieve essential national security goals, we should choose our partner with an eye to dependability. Non-national security launch cooperation with international partners is less critical.

Cyber and Electronic Warfare

In May 2018, the Cyber Mission Force achieved full operational capability. In September, DOD released its 2018 Cyber Strategy.

100 In your view, how well postured is the Air Force to meet the goals outlined in the 2018 DOD Cyber Strategy? What actions would you take, if confirmed, to mitigate any gap between Air Force capacity and capability and Cyber Strategy goals?

From the outside, I am not able to assess how well postured the Air Force is to meet the goals outlined in the 2018 DoD Cyber Strategy. If confirmed, however, cyber security will be among my highest priorities.

101 In your view, should the composition of the Cyber Mission Force be adjusted across the National Mission Teams, Combat Mission Teams, Cyber Protection Teams, and Cyber Support Teams, better to address the requirements identified in the 2018 NDS and the goals set forth in the 2018 Cyber Strategy?

With only access to public information, I am not in a position to reach a judgement on changes to the composition of these teams. I do understand that the Cyber Mission Force only recently became fully operational but is already defending critical infrastructure, supporting combatant commanders, and defending DoD networks from cyber-attack and exploitation.

102 Are the size and capabilities of the Air Force component of the Cyber Mission Force and Air Force cybersecurity service providers sufficient to meet current and future cyber and information warfare requirements?

Considering aggressive cyber adversaries, I understand that the Air Force is strengthening and modernizing its IT structure. Additional talent is moving to cyber security and cyber defense roles to better defend our weapon systems and missions.

103 If confirmed, what would you do to enhance Air Force information dominance capabilities?

If confirmed, I would focus carefully on information capabilities in the Air Force. Recruitment, retention and training of the best cyberspace airmen would be a priority. Air Force information dominance requires modernizing enterprise IT architecture and making smart investments in cyber security.

104 If confirmed, what would you do to improve military cybersecurity career pathways to meet the present and future needs of the Air Force and U.S. Cyber Command?

If confirmed, I would support Air Force efforts to upgrade cyberspace career fields for officers and enlisted airmen. For officers, the Air Force is creating a new career field plan, establishing deliberate pathways for development of defensive and offensive cyberspace operations expertise. For enlisted airmen, the Air Force is streamlining career opportunities to maximize depth in cyber security, network operations, and advanced cyber defense operations.

In March 2019, the Secretary of the Navy’s Cyber Readiness Review presented a scathing assessment of the Department of the Navy’s approach to cybersecurity and highlighted the urgent need for the Navy to modify its business and data hygiene processes to protect data as a resource.

105 In your view, would the Air Force benefit from a “Cyber Readiness Review” similar to that of the Navy? Please explain your answer.

Yes, a “Cyber Readiness Review” or similar effort makes sense for the Air Force. In fact, I understand that the Air Force Audit Agency will be conducting three audits within the next year on the cyber hygiene and cybersecurity of weapon systems, space systems, and nuclear command, control and communications systems. These audits will identify where processes should be modified to enhance cybersecurity. These audits should be evaluated to determine whether they engage with the level of rigor that would uncover systemic deficiencies. I will also consider whether or not to commission an outside, independent review similar to the Navy.

106 If confirmed, specifically what measures would you take or direct to improve the cybersecurity culture across the Air Force workforce—military, civilian, and contractor? How would you empower and hold key leaders accountable for improvements in DOD cybersecurity?

If confirmed, I would evaluate whether the Air Force cybersecurity culture is one of basic compliance or the higher standard of maximum accountability. I would endeavor to create a culture where Total Force airmen focus on reducing risk instead of fulfilling a paperwork drill.

The Air Force announced that in the summer of 2019, Air Combat Command would merge the Twenty Fourth and Twenty Fifth Numbered Air Forces to better integrate cyber effects, intelligence, surveillance, and reconnaissance operations, electronic warfare operations, and information operations.

107 In your view, are there other Air Force commands and organizations that should be merged or modified to increase unity of effort across like capabilities? Please explain your answer.

At this time, I am not in a position to recommend any further changes. If confirmed, I will work with Air Force leadership to analyze the effectiveness of the current structure to facilitate mission accomplishment and support of the Combatant Commands.

Recently the Department concluded the Electronic Warfare (EW) Enterprise Capability Collaboration Team. Considering that the Air Force has relied on Navy and Marine Corps EW capabilities since retiring the EF-111 Raven aircraft in 1998:

108 What is your vision for the future of Air Force EW capabilities?

In order to compete, control, and dominate the Electromagnetic Spectrum (EMS), the Air Force will need to employ distributed systems and capabilities, operating in coordination to defeat an adversary with complex systems aligned to degrade or deny our Nation's capabilities. The Air Force will need to explore, develop, and produce new and innovative concepts and doctrine that expand on historic electronic warfare principles in favor of enterprise Electromagnetic Spectrum Operations.

109 What is your assessment of the adequacy and efficacy of the EW training that Air Force personnel received in an Air Force environment in specific airframes? In a joint environment with other Military Services?

Recent Air Force findings call for renewed unity of effort in the Electromagnetic Spectrum (EMS) domain spanning enhanced airman proficiency and contested environment training across all Air Force airframes. I believe the other Services face training challenges similar to those of the Air Force because it is a joint fight in extremely complex electromagnetic operating environments. The Joint force will need to face this challenge together through tighter integration in day-to-day training, wargames, and exercises.

110 Given the difficulty in defining where cyber operations and EW merge, if confirmed, how you would organize,

train, and equip the Air Force to minimize gaps and seams with regard to threat assessment, requirements determination, material solutions, and concept of operations development for these two critical mission areas?

If confirmed, I would engage with the Air Force leadership team to evaluate the threat of gaps at the confluence of cyber and EW. Currently, the Air Force is transforming cyberspace career fields for officers and enlisted airmen. For officers, the Air Force is creating a new career field plan, establishing deliberate pathways for development of defensive and offensive cyberspace operations expertise. For enlisted airmen, the Air Force is streamlining career opportunities to maximize depth in cyber security, network operations, and advanced cyber defense operations. The impact of these changes on EW counterparts will be of interest.

Air Force Information Technology Programs

In the past, the Air Force has experienced difficulties in developing major information technology (IT) systems like Air Operations Center 10.2 and OCS.

11 If confirmed, how would you improve the Air Force's development and deployment of major IT systems?

If confirmed, I would review the current system to seek ways to improve.

12 In your view, what is the relationship between Air Force efforts to develop and implement enterprise IT programs and the computing services and infrastructure to support Air Force missions, and efforts being undertaken by the Defense Information Systems Agency?

All of the Air Force's Enterprise IT programs such as Cloud Hosted Enterprise Services Program and Cloud One are and were developed to leverage DISA's enterprise capabilities of the future. These programs were designed to migrate into enterprise DISA offerings once available such as DEOS and JEDI.

13 If confirmed, how would you ensure that appropriate business process reengineering is accomplished before the Air Force initiates, develops, and deploys new business IT systems?

If confirmed, I would work with Air Force leadership to assess business processes and opportunities for improvements in how the Air Force engages with new business IT systems.

14 Do you perceive a role for the Air Force research and testing enterprise in the development and deployment of Air Force business IT systems? Please explain your answer.

There is, indeed, a role for the Test and Evaluation Enterprise in the development and deployment of AF business IT systems. Currently, AF Test and Evaluation is heavily engaged in testing of logistics, financial, and other IT systems.

Air Force-related Defense Industrial Base

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

Air Force policy requires acquisition leaders to assess the industrial base throughout each program's lifecycle. In addition, the Air Force maintains a broader capability to review the industrial base for risks. From the outside, I am unable to fairly assess those systems and processes.

116 How should Air Force acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions?

Currently Air Force acquisition leaders identify and manage industrial base constraints. Air Force acquisition leaders should continue to consider industrial base impacts in support of a reliable, responsive industrial base that can produce and sustain the capabilities needed to fly, fight and win across the air, space and cyberspace domains.

117 If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Air Force-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?

If confirmed, I would engage with appropriate, knowledgeable Air Force leaders to assess the variety of risks to the Air Force industrial base: shrinking competitiveness in many key defense technology areas, supply chain risk, foreign influence and investment, and relationships with burgeoning commercial companies.

Base Realignment and Closure (BRAC)

118 Do you believe that another BRAC round is needed and, if so, what changes to law and implementation policy would you recommend improving on the outcomes of the 2005 BRAC process?

At this time I have not assessed whether another BRAC round would be helpful or any changes needed in law or policy to improve the BRAC process.

119 If you are confirmed, and were Congress to authorize another BRAC round, how would you set priorities for infrastructure reduction and consolidation within the Department of the Air Force?

If confirmed, and if Congress were to authorize another BRAC round, I would consult with the Air Force's experts on this matter, with a focus on the military value of installation.

120 What is your understanding of the responsibilities that would accrue to the Air Force for working with local communities with respect to property disposal, were Congress to authorize another BRAC round?

Air Force installations and personnel rely heavily on their local communities to sustain their missions. Conversely, communities depend upon the bases in their areas. Having worked closely with the base and the community during a base closing, I understand the trauma and transition that result as well as the sensitive decisions about property disposal. If Congress were to authorize another BRAC round, based on my previous experience of working closely with a community during a base closing, I would work with the Office of Economic Adjustment and the DOD-recognized Local Redevelopment Authorities to dispose of any property that becomes available as a result of a closure (or realignment) in order to support its economic reuse as quickly as possible.

Operational Energy and Energy Resilience

The Department defines operational energy as the energy required for training, moving, and sustaining military forces and weapons platforms for military operations, including the energy used by tactical power systems, generators, and weapons platforms. As early as 2004, then-General James Mattis testified before Congress that DOD must “unleash us from the tether of fuel” if U.S. forces are to sustain momentum and retain freedom of maneuver. He cautioned that “units would be faced with unacceptable limitations because of their dependence on fuel” and resupply efforts “made us vulnerable in ways that would be exploited by the enemy.” Today, DOD energy requirements are projected to increase geometrically due to technological advances in weapons systems and distributed operations over longer operating distances.

121 If confirmed, what would you do to ensure that the Air Force harnesses innovations in operational energy and link them with emerging joint operational concepts?

If confirmed, I will support operational energy initiatives, including funding research and development at Air Force labs and within industry, in order to generate and develop technologies that increase operational energy efficiency and resilience.

122 In what specific areas, if any, do you believe the Air Force needs to improve the incorporation of energy considerations into the strategic planning processes?

I believe that the Air Force must continue to advance the capability to identify operational energy risks and opportunities during war-gaming exercises and throughout weapon system design and sustainment activities.

To this end, the Air Force should continue recent efforts to capture and analyze weapon systems' operational energy consumption data which enable better-informed decisions on lethality and affordability.

123How can Air Force acquisition systems better address requirements related to the use of energy in military platforms? In your view, should energy supportability be a key performance parameter in the requirements process?

Energy must be considered across the acquisition lifecycle and in evaluating performance.

124If confirmed, specifically what would you do to prioritize energy resilience and mission assurance for the Air Force, including acquiring and deploying sustainable and renewable energy assets to improve combat capability for deployed units and on forward operating bases?

If confirmed, I would work with the acquisitions and requirements communities to ensure that energy resilience and mission assurance are appropriately addressed and implemented.

Section 2805 of the FY17 NDAA accorded the Secretary of Defense the authority to plan and fund military construction projects directly related to energy resiliency and energy security.

125In your view, for what types of construction projects could the Air Force leverage section 2805 authorities to enhance mission assurance, support mission critical functions, and address known vulnerabilities?

Congressional authority under Section 2805 speaks to projects directly connected with energy resiliency and energy security. If confirmed I intend to assess the ongoing and proposed projects carefully and make appropriate decisions and recommendations consistent with leveraging the authority provided by Section 2805.

Environment

126If confirmed, how would you ensure that the Air Force complies with environment protection laws, regulations, and guidance from the Environmental Protection Agency?

If confirmed, I would ensure funding for compliance with environmental protection laws and regulations is prioritized.

As in industry, I would encourage the use of a management-system approach that emphasizes compliance, proactive risk identification and reduction, and continuous improvement of Air Force environmental program performance.

127 If confirmed, how would you structure investments in the Air Force's Environmental Research Programs?

If confirmed, when structuring environmental research investments I would prioritize those which demonstrate effective, innovative, sustainable, and cost-effective technologies and methodologies.

128 What are your ideas for improving collaboration with the Department of Interior and the U.S. Fish and Wildlife Service to find cooperative ways to ensure military readiness and protect the environment on and around Air Force installations?

If confirmed, I will apply my exposure to the National Forest Foundation in considering partnerships, especially in boundary areas, that benefit all participants and the environment.

Readiness and Resource Impacts from Extreme Weather

In 2017, three hurricanes resulted in over \$1.3 billion in damage to military installations across the U.S. In 2018, extreme weather events caused roughly \$9 billion in damage at Tyndall Air Force Base, Camp Lejeune, and Offutt Air Force Base. Hurricane season for 2019 already has begun.

129 How would you assess the readiness and resource impacts on DOD from recent extreme weather events?

With \$1.67B in supplemental Fiscal Year 2019 funds from Congress, the Air Force has begun rebuilding its damaged installations from recent extreme weather events. Natural disasters had a severe, albeit temporary, impact on operations. I understand the Air Force has mitigated any enduring impact on operations. I understand Hurricane Michael disrupted F-22 initial qualification training at Tyndall AFB, delaying pilot production, but that the Air Force reconstituted the F-22 formal training unit by relocating it to Eglin AFB where initial qualification resumed.

130 Based on these readiness and resource impacts, do you believe it necessary to use more resilient designs in DOD infrastructure?

The Air Force follows Unified Facilities Criteria (UFC) in new construction and major recapitalization projects, which provide technical guidance to construct promises robust, resilient facilities and infrastructure. UFC are regularly updated with inputs from all military services based on lessons learned from natural disasters, advances in building methods and technology, and changes in national and international building codes. In light of recent experience, building resiliency standards merit review.

Environmental Contaminants

The Air Force has identified many military installations affected by known or suspected releases of Perflourooctane (PFOS) and Perfluorooctanoic acid (PFOA).

131 If confirmed, what actions would you take to address PFOS/PFOA contamination at Air Force installations?

The health and safety of airmen, their families, and the communities in which they live and serve is an Air Force top priority. Today we occasionally discover that past practices often unknowingly caused contamination.

If confirmed, I would work with Air Force leaders to direct full compliance with the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).

Furthermore, if confirmed, I would direct the Air Force to collaborate with other federal agencies to address this national issue. The Air Force is committed to supporting the DoD PFOS/PFOA Task Force effort, which includes assessing and documenting potential PFOS/PFOA exposures at Air Force installations. The Air Force Medical Service and the Air Force Civil Engineers work together to ensure Air Force service members and families are informed on their potential PFOS/PFOA exposures through proper exposure evaluation and risk communication.

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

If confirmed, I would address health concerns of service members and their families regarding potentially harmful contaminants on Air Force installations by investigating the matter, informing, remediating, reporting and remediating. If appropriate, the Air Force would partner with the Agency for Toxic Substances and Disease Registry (ATSDR).

Science, Technology, and Innovation

U.S. superiority in key areas of innovation is decreasing or has disappeared, while our competitors are engaging in aggressive military modernization and advanced weaponry development. DOD has identified ten key areas in which investment to develop next generation operational capabilities is imperative: hypersonics; fully networked C3; directed energy; cyber; space; quantum science; artificial intelligence (AI)/machine learning; microelectronics; autonomy; and biotechnology. Much of the innovation in these technologies that could prove suitable for national defense purposes is occurring outside of the traditional defense industry.

133What do you see as the most significant challenges (e.g., technical, organizational, or cultural) to U.S. Air Force development of these key technologies?

Non-U.S. competitors today challenge technological traditions in every field. To win the technology race, the Air Force must recruit, inspire and reward brilliant, dedicated technologists. The most significant challenges we face involve investment in research and education in the technological space. Financial incentives entice strategic investors to high return research and technologies.

134In your view, has DOD properly integrated and synchronized investments in these technologies across all Military Services?

There is room to do better. The Office of the Secretary of Defense established 10 Assistant Directors to facilitate advancing these technology areas across the Services and OSD. Their role is to investigate these key research efforts and rapidly move successful near term research to technological solutions for our urgent and existing operational challenges.

135How has the Air Force prioritized limited R&D funding across its technology focus areas? Specifically, where is the Air Force either increasing or decreasing focus and funding?

The Air Force continues to invest in a broad science and technology portfolio. Multi-Domain Command and Control is one of its highest priorities. Today, the Air Force is accelerating projects associated with collaborative weapons, manned-unmanned teaming, and position, navigation and timing.

136How is the Air Force balancing revolutionary capability advancements as compared to “quick win” incremental improvements that can be rapidly fielded?

The Air Force is implementing a new science and technology strategy, including a transformational portfolio of several revolutionary technologies selected each year, which are designed to accelerate capabilities for the warfighter. This portfolio is balanced opposite an enabling and enduring portfolio that rapidly fields technology through incremental improvements.

137What efforts is the Air Force making to identify new technologies developed commercially by the private sector and apply them to military and national security purposes? What are the challenges that you perceive to increasing collaboration between the private sector and the Air Force?

The Air Force is continually scanning the private sector for new technology. Today’s Air Force wants not only to invent new technologies, but also, to partner with inventors and innovators. The Air Force of the future will focus on developing innovative ways to engage the

private sector, such as Pitch Days. The Air Force is overcoming an historic reputation for long, bureaucratic processes by nimbly inviting small, innovative companies to team up and develop exciting warfighting capabilities.

138 In your view, what steps must DOD and the Air Force take to protect and strengthen our National Security Innovation Base to ensure that critical information is protected?

The Protecting Critical Information Task Force recently formed to address the roughly \$600 million annual loss in U.S. intellectual property to foreign theft and expropriation. DoD and the Air Force must collaborate with industry to identify those areas critical to national defense derived from promising research conducted in laboratories and universities across the nation. Then, security needs to be “baked” into new research, technology development, and acquisition programs.

One of the main objectives of the defense research enterprise is to develop advanced technologies that will be of benefit to the warfighter. In this regard, it is critical that advancements can transition quickly from the development phase into testing and evaluation and ultimately into programs of record for the deployment of capability to the warfighter.

139 If confirmed, what will you do to increase the interaction between Air Force labs and the private sector, and between Air Force labs and the rest of the DOD innovation enterprise (i.e., the Office of the Under Secretary of Defense for Research and Engineering, Defense Innovation Unit, the Defense Advanced Research Projects Agency, and the other Military Services)?

While the Air Force has a high level of interaction between the private sector and the DoD innovation enterprise, more can be done to grow those connections. If confirmed, I look forward to continuing the work outlined in the new science and technology strategy, which prioritizes robust partnerships to draw technology out of government, university, and industry laboratories and nurture it into transformational operational capabilities. We will continue to harvest innovation by placing personnel in hotspot locations as well as making it easy for new talent and research to find Air Force partners.

140 What are the challenges you perceive to effectively transitioning technologies from research programs into programs of record?

The “valley of death” between technology and programs of record is real and is a continuing struggle. The Air Force has made great strides by emphasizing prototyping and experimentation to get technology out of the laboratory and into the hands of warfighters. Next the Air Force should normalize these processes and appropriately resourcing this integral post-laboratory, pre-program of record work.

141 If confirmed, how will you ensure that a greater percentage of the technologies being developed by Air Force labs transition into programs of record for deployment to the warfighter?

If confirmed, I would emphasize approaches that accelerate technology transition into capabilities for the warfighter by ensuring operator involvement early in the process. If everything we develop is transitioned, then we probably are not pushing the envelope to maintain technological superiority over our adversaries. So, we must maintain a balance of warfighter “pull” and technology “push.”

The current budget request for defense Science and Technology (S&T) falls short of the Defense Science Board’s recommended goal of dedicating 3% of the total defense budget to S&T. Robust investment in S&T underpins technological advances in our military capabilities and is vital to maintaining our military technological superiority over emerging adversaries. However, over the past few years, the Air Force has prioritized near-term research and development over long-term S&T.

142 If confirmed, what metrics would you use to assess whether the Air Force is investing adequately in S&T programs and whether the Air Force has achieved the proper balance between near-term research and long-term S&T?

In simple terms, science and technology provides options to solve warfighting problems and reduces technical risk for future acquisition. If confirmed, I would use metrics that address how our science and technology investments are addressing warfighting challenges, whether we’re maturing the right technologies to have a good foundation for future acquisition, and if we are meeting the needs of our Combatant Commanders.

143 How would you assess the value and appropriate investment level for basic research programs?

Basic research is the lifeblood of future breakthrough achievements. Basic research is the foundation of all scientific and engineering discovery. New inventions, concepts and progress derive from the bench. The Air Force will benefit in the long term if it leverages promising basic research and forms deeper university partnerships in applied research to move innovations further toward transformational Air Force utility

Technical Workforce

144 In your view, what are the pros and cons of having Air Force active duty military personnel trained and working as scientists, engineers, software coders, and in other technical positions across the Air Force’s research, development, and acquisition enterprise?

I believe the Air Force approach of having military personnel serving in technical positions is critical for mission success. The linkage between the warfighter and the research development

and acquisition communities makes us a much stronger organization. Military officers serving in these positions effectively pull the perspectives closer together, enhancing the research, development and acquisition community's ability to drive towards warfighter needs while also opening the eyes of the warfighter to what is possible.

145 If confirmed, what specifically would you do to provide the directors of national labs under the purview of the Air Force with the civilian workforce management tools they need to shape their science, technology, and engineering workforces?

If confirmed, I will, as appropriate, borrow industry techniques for Air Force lab leadership to recruit, hire, and retain top talent to shape the technology, science, and engineering workforce. America is in a global war for talent. We need to use new tools to attract this critical workforce and we need to be smarter and use modern personnel management tools to be competitive. We need to hire science and technology and engineering professionals in days, not months.

Air Force Military End Strength

The Air Force's recent history of end strength growth followed almost immediately by major reductions is troubling. For example, in 2005, the active Air Force stood at 359,700 airmen. By 2009, despite soaring defense budgets, the active Air Force had shrunk by nearly 43,000 airmen. Just one year later, the Air Force grew by almost 15,000 airmen, only to shrink again its recent low point of 312,980 by the end of 2015. This near constant state of end strength flux represents a tremendous waste of manpower resources. The Air Force has recently estimated that 350,000 airmen are required to perform today's missions, which is roughly the same size as the Air Force in 2006. The President's FY 2020 budget seeks to grow the active Air Force to 333,500.

146 As the Air Force once again attempts to grow, what assurances can you give the Congress that resources used to grow the force today will not be squandered by another reduction in force in the near future?

If confirmed, I would work with Congress and the Administration to retain and build our manpower resources and apply those resources to meet our national defense needs. The tasks established in the National Defense Strategy require a lethal, ready, and resilient Air Force as a central part of the joint team. The President's budget request acknowledges the Air Force is currently too small for what the nation requires.

147 If confirmed, how would you, year-over-year, increase Air Force end strength to build an Air Force of 350,000 regular airmen. How long would it take and how much would it cost?

If confirmed, I would work with the Congress and the Secretary of Defense to determine the growth trajectory needed for the Air Force mission. I would work to attain sustainable growth

that supports the long-term needs of the Air Force. In addition to getting the right numbers, the force must also comprise the right skill sets and experience.

148Is the Air Force’s current end strength sufficient to implement the 2018 NDS and execute the associated operational plans? If not, what end strength do you believe is necessary to meet the demands placed on the Air Force by the 2018 NDS and associated operational plans?

If confirmed, I would work with the Secretary of Defense and Air Force leadership to assess whether there are any changes in the strategy and/or likely resource levels that would require a change in current plans.

149If active Air Force end strength is increased in FY 2020, what specific parameters would you use to determine what the corresponding Air Force Reserve Component end strength should be in order to support those active forces?

End strength levels within each component are driven by the assigned missions and associated force structure. These missions are assigned to ensure the total force can meet the National Defense Strategy in the most efficient and effective manner. If confirmed, I would use those same metrics.

150What additional force shaping authorities and tools does the Air Force need, in your view?

None that are evident to me at this early point in the process.

Air Force Recruiting and Retention

The recruitment and retention of quality airmen—officer and enlisted, active duty and Reserve Component—is vital to the Department of the Air Force. The National Defense Strategy Commission asserted unequivocally that the most critical resource required to produce a highly capable military is highly capable people, in the quantity required, willing to serve. Yet, DOD studies indicate that only about 29% of today’s youth population is eligible for military service. Further, only a fraction of those who meet military accession standards are interested in serving.

151If confirmed, how would you ensure that the Air Force maintains sufficiently high recruitment and retention standards, even if such standards result in the Air Force not achieving authorized end strength levels?

Although much is made of end strength as a metric, the quality of our officers and enlisted airmen more closely defines the need. Maintaining high standards is essential to attracting, building, and retaining a lethal force. If confirmed, recruiting, screening, training and retaining men and women who meet and exceed the high standards of the Air Force would be pivotal to mission success.

152What impact do current medical and other qualifications for enlistment in the Air Force have on the number of individuals eligible for military service? If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for Air Force service without degrading the quality of recruits?

If confirmed, I would apply data driven analyses to decisions about qualifications for enlistment. Recruiting and screening standards are core to the character of the force. If appropriate to reassess medical and other qualifications for enlistment, I would weigh the needs of the Air Force above other factors. Finally, waivers and adjustments might be available to recognize candidates with unique and specific talent.

153Rather than relying solely on ever-higher compensation for a shrinking pool of volunteers, what creative steps would you take, if confirmed, to expand the pool of eligible recruits and improve Air Force recruiting?

If confirmed, recruiting and retention would be among my top priorities. Many of today's youth are not focused only on compensation; instead they calculate their total reward, fulfillment from the job and the quality of the life they choose. The Air Force and Space Force offer young people jobs that inspire.

154What do you consider to be key to the Air Force's future success in retaining the best qualified personnel for continued service in positions of greater responsibility and leadership in the Air Force?

To retain talented airmen, we must constantly maximize quality of their service and the quality of life for them and their families. Undeniably, military service involves sacrifice; but simultaneously, military service offers incomparable rewards. Recruiting success will depend upon making the quality of the experience for airmen and their families exceed the unavoidable sacrifices.

155What steps, if any, do you feel should be taken to ensure that current operational requirements and tempo do not adversely impact the overall recruiting, retention, readiness, and morale of airmen?

The Air Force must answer the nation's call. If confirmed, my job will be to help organize, train, and equip the force to respond to that call in a way that also balances our long term recruiting, retention, and readiness. If confirmed, I will be tireless in my advocacy and support for airmen to ensure they have the resources, training, and support they need to be successful.

156In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—

accurately predict recruit attrition and/or future success in the Air Force?

At this early stage, I have not seen data correlating current standards/criteria with attrition or future success. If confirmed, I would assess recruitment data, and if appropriate, work with Air Force leadership, Congress and others to optimize recruitment effectiveness.

157 What impact, if any, do you believe the new Blended Retirement System (BRS) will have on recruiting and retention in the Air Force?

I am not in a position to give a full assessment on BRS. However, knowing that retirement benefits are key to retention decisions for many airmen and it also has a recruiting impact, data will be watched closely.

Pilot Retention

The reported increase in commercial airline pilot hiring over the past few years has generated aviator retention pressures in all of the Military Services, but most acutely in the Air Force.

158 What monetary and non-monetary incentives has the Air Force employed to address the pilot retention crisis? In your view, which incentives or combinations thereof have proven most effective and why?

I understand the Air Force is doing a comprehensive evaluation of rated communities. Over the past two years the Air Force made adjustments to all three bonus programs (Aviation Bonus, Aviation Incentive Pay, and Critical Skills Pay). Correspondingly, in FY18 the multi-year downward trend in acceptance of bonus offerings leveled. Additionally, I understand the Air Force has received favorable feedback from the rated force in response to reducing the administrative burdens in operational squadrons, reducing the number of 365-day deployments, and utilizing reach back capabilities to limit the deployment of limited specialties to staff assignments. Finally, the Air Force is pursuing a more customized approach to assignments through the Airmen Centric Delivery model to provide assignment officers flexibility to meet the needs of the Air Force while adapting to specific needs of individual airmen.

159 If confirmed, what immediate steps would you take to retain the requisite number of pilots in the Air Force?

If confirmed, I will focus on improving personnel OPSTEMPO, including rates of deployment and training away from home, increase contractor support within operational squadrons, reduce additional duties for aircrew where feasible, enhance deployment transparency, and improve lifestyle predictability. From what I understand, rated communities continue to face retention challenges directly related to continuous and sustained operational demands. Retaining the rated force requires targeting the Quality of Life impacts of sustained operations that put added stress on the service member and their families. It also requires that we strengthen the Quality of

Service for our airmen by ensuring the demands we put on these airmen support and strengthen our national security.

160 In your view, should aviation incentive pays and bonuses be tailored to target communities experiencing shortfalls, or uniformly offered to every pilot at the maximum rate, regardless of platform?

Title 37, U.S. Code, Section 334, requires tailoring bonuses based on an established business case analysis. This enables the Air Force to effectively retain experience within communities facing retention challenges. I believe the law provides important recognition of operational realities.

161 What other long-term initiatives would provide a lasting solution to aviator retention shortfalls in the Air Force?

In addition to improving personnel OPSTEMPO and lifestyle predictability, the Air Force is advocating spousal Quality of Life initiatives, beginning with better employment opportunities. Arizona adopted innovative legislation in 2019 whereby Arizona now recognizes occupational licenses from other states. Thus, doctors, nurses, cosmetologists, and other licensed occupations will now be portable to Arizona. Military spouses will be frequent beneficiaries of this new law. Other states are considering following Arizona's lead. Spouses are still the top influencers on whether an airman decides to stay or leave the Air Force. The Air Force – and states that value the Air Force -- will continue to provide lasting solutions for both our airmen and their families in order to make it easier for them to serve.

Air Force Reserve Components

162 In your view, what is the appropriate relationship between the Active Air Force and the Air Force Reserve and Air National Guard?

The Active and Reserve Components have a synergistic relationship. As one force, they train, operate, and fight side-by-side in air, space, and cyberspace, providing Combatant Commanders competitive advantages over our adversaries.

163 What is your vision for the roles and missions of the Air Force Reserve Components? If confirmed, what new objectives would you seek to achieve with respect to the Air Force Reserve Components' organization, force structure, and end strength?

The Air Reserve Component is a force multiplier, providing strategic depth and operational capacity across all mission sets, domains, and capabilities of the Air Force. Readiness remains the Air Force's top priority. If confirmed, my objectives would continue to align accordingly, ensuring an integrated, Total Force approach to organizing, training, and equipping airmen.

164 Are you concerned that continued reliance on Air Force Reserve Components to execute operational missions—both at home and around the globe—is adversely affecting the ability to meet their recruiting and retention missions? Why or why not?

Anecdotal evidence supports that the increased OPSTEMPO over the past 20+ years is wearing on the force, which is especially evident for certain high demand/low density career fields. However, the tempo has had less of an impact on AF Reserve recruiting than in the Regular Air Force.

165 In your view, do the Air Force Reserve Components serve as an operational reserve, a strategic reserve, or both? In light of your answer, should Air Force Reserve Components be supported by improved equipment, increased training, and higher levels of overall resourcing for readiness going forward?

The Air Reserve Component acts as both a strategic reserve, providing additional surge capacity to the joint force when called upon, and an operational reserve, providing a layer of daily capacity to support on-going operations and training.

The Reserve Component needs increased overall resourcing for readiness to meet the threat environment the 2018 National Defense Strategy describes. Resources like the National Guard and Reserve Equipment Appropriation help keep Reserve Component equipment modernized for current operations

166 Are the Air Force Reserve Components expected to meet their prior service accession goals this fiscal year? Why or why not?

I am reliably advised that the Air Force Reserve prior service accessions over the last five years has been approximately 62% of its accessions goals. As of the end of Jul 19, they were slightly behind that average at 56%. This may be attributed to the Regular Air Force's retention efforts with offering increased bonuses and extending High Year of Tenure dates.

Military Compensation

DOD has traditionally assessed the competitiveness of military pay by comparing Regular Military Compensation against salaries earned by a comparable civilian demographic.

167 Do you agree that the primary purpose of a competitive military pay and benefits package is to recruit and retain a military of sufficient size and quality to meet the objectives of the 2018 NDS?

Yes. The pay and benefits package must be sufficient to maintain the size and quality of an all-

volunteer force that can meet the requirements of the 2018 NDS.

168 What is your assessment of the adequacy of the current military pay package in achieving this goal—particularly given the ever-tightening recruiting market?

At present, I understand, the overall pay and benefits package meets requirements. However, given growing competition in the market, particularly for high-tech skills, a review the overall package would be appropriate.

169 Do you believe the largely “one-size-fits-all” model for military pay adequately rewards individuals for their specialized skills and provides an appropriate incentive to scientists, engineers, and members of other high-value professions to join the military?

I am advised by knowledgeable authorities that high-valued professions are fairly compensated because they receive the combination of the standard pay tables plus authorized special incentive pay.

170 What changes, if any, would you recommend to the current military pay and benefits package?

At this time I do not have data to support any changes. If confirmed I will commit to further analyze our workforce compensation and work with the Secretary of Defense and Congress to secure any supported adjustments.

171 What specific recommendations do you have for controlling the rising cost of military personnel?

The Air Force must balance the need to attract and retain our best airmen with the persistent scarcity of resources.

Military Health System Reform

Section 702 of the NDAA for FY 2017, as modified by Sections 711 and 712 of the NDAA for FY 2019, transferred the administration and management of military hospitals and clinics from the Military Services to the Defense Health Agency (DHA). Yet, DOD’s implementation of this transfer has been delayed significantly.

172 Do you support the purpose and implementation of section 702 of the FY 2017 NDAA, as clarified by sections 711 and 712 of the FY 2019 NDAA?

If confirmed I will complete further analysis to formulate an opinion.

173 If confirmed, how would you ensure the rapid and efficient transfer of the administration and management of Air Force military treatment facilities to the DHA?

If confirmed, I will work collaboratively and transparently to ensure a timely transfer of Air Force military treatment facilities to the DHA.

174 If confirmed, how would you ensure that the Air Force reduces its medical headquarters staffs and infrastructure to reflect the more limited roles and responsibilities of the Surgeon General of the Air Force?

If confirmed, I will ensure the plan developed and being executed appropriately transfers the functions and staff that was identified in OSD's zero based review conducted in 2018.

175 In your view, is the Air Force medical force properly sized to meet the joint medical requirements set forth in operational plans implementing the 2018 NDS?

I understand that the operational plans related to the 2018 NDS are still being developed. The Air Force medical force is appropriately sized for today's fight. Once operational plans are finalized, if confirmed I will evaluate whether changes to the size of the Air Force medical force are necessary.

176 In your view, do Air Force medical providers possess today the critical wartime medical readiness skills and core competencies required to provide effective and timely health care to airmen engaged in combat or contingency operations?

Yes, Air Force medics, in all disciplines, use the direct care system, civilian partnerships, as well as academic and field training settings to ensure they maintain the proper case mix, volume, and exposure to be continually ready to project medical support anywhere they are needed.

177 If confirmed, how would you improve processing timeliness for both active duty and Reserve Component members of the Air Force at each phase of the multi-step disability evaluation process?

If confirmed, I will maintain the Air Force's dedication to improve Integrated Disability Evaluation System (IDES) performance in an effort to enhance force readiness and ensure timely, transparent evaluations for ill and/or injured airmen. In July 2018, the DoD reduced the IDES timeliness goal from 295 days to 230 days to VA benefits. I understand the DoD recently set a 180 day goal (to separation or retirement) that will soon take effect. If confirmed, I will work with the Air Force Reserve to review options such as increasing the number of medical providers at reserve units that will support expeditious disability evaluation and processing.

Non-Deployable Service members

Recently, the Department published DODI 1332.45, Retention Determinations for Non-Deployable Service members.

178 Do you agree that airmen who are non-deployable for more than 12 consecutive months should be subject either to separation from the Air Force or referral into the Disability Evaluation System?

The defense of our nation requires the Air Force to be ready to deploy at all times. If an airman is non-deployable for 12 consecutive months, the Air Force will assess, on a case-by-case basis, whether the airman is capable of returning to duty in his or her current or other specialty, or whether referral into the Disability Evaluation System is best for the Air Force and the airman. If confirmed, I will work with Air Force leadership and based on the Secretary of Defense's guidance, ensure each airman is properly assessed for a determination as to whether they are fit or unfit for continued service. to evaluate the measures used to consider separation or referral to DES. The defense of our nation requires airmen and the Air Force to be ready to deploy at all times.

179 How many airmen have been separated or referred into the Disability Evaluation System as a result of this policy?

In my current role, I do not have the information of how many, if any, airmen were separated or referred into the Disability Evaluation System as a result of this new policy.

DODI 1332.45 provides that the Secretaries of the Military Departments may “retain . . . those service members whose period of non-deployability exceeds the 12 consecutive month limit . . . if determined to be in the best interest of the Military Service.”

180 In your view, under what circumstances might the retention of an airman who has been non-deployable for more than 12 months be “in the best interest of the Air Force”?

Not all Service members must deploy outside the CONUS to perform their wartime mission. For example, ICBM Missileers as well as Space System and Remotely Piloted Aircraft Operators conduct their wartime mission from CONUS while deployed in place. Although these members do not deploy overseas, they are absolutely deployed “in place” to execute a wartime mission. It is clear that retaining them is in the best interest of the DoD. If confirmed, I will ensure the Air Force consider the skills and occupational specialty of each airman on a case-by-case basis and the Air Force's needs to determine whether the airman may be retained.

181 In your view, how should this policy be applied to airmen with HIV? To airmen who identify as transgender?

All Service members with deployment limiting or chronic medical conditions must be evaluated equally. Service members with HIV would be evaluated for continued service by the Disability Evaluation System. Service members who self-identify as transgender with a medical condition (such as gender dysphoria) would be evaluated in the same manner as any other Service member with a medical condition.

182 Has the Air Force established any class or group of personnel deemed “deployable with limitations,” such that

the class or group is exempt from the 12-month non-deployable retention determination requirement?

I understand the Air Force has not established any specific “class or group” exemption and that airmen are currently being treated on an individual case-by-case basis.

183What percentage of both the Active and Reserve Component Air Force is presently non-deployable as defined by DODI 1332.45? In your view, what is the percentage of airmen in the active Air Force and the percentage of airmen in the Air Force Reserve Components who can be non-deployable at any given time without adversely affecting the readiness of the force to execute the 2018 NDS and associated operational plans?

I do not have access to the percentage of Active and Reserve Component Air Force who is presently non-deployable as defined by DODI 1332.45. I understand that the current total force standard of no more than 5% non-deployable is achievable and would allow the Air Force to execute the NDS and associated operational plans.

Service of Transgender Persons

In January of 2019, the Supreme Court issued an order allowing DOD to implement this Administration’s policy prohibiting some transgender persons from joining the military. The new DOD policy took effect on April 12, 2019.

184In your view, would the service of a transgender airman in his or her preferred gender negatively impact unit or overall readiness in the Air Force?

If confirmed, my focus will be to ensure we treat all airmen with dignity and respect while complying with DoD policy directives to continue to be the most lethal, ready, and combat effective fighting force in the world.

185If confirmed, what would be your role in implementing the new DOD policy on the service of transgender persons in the Air Force?

If confirmed, my role will be to support all airmen, and to ensure commanders and leaders in the field have the necessary guidance to understand and lead their personnel.

186How will the Air Force determine which airmen should be “grandfathered” under the 2016 policy promulgated by the prior Administration?

I understand airmen who were selected for entrance in their preferred gender before 12 April 2019; or, as a Service Member, received a diagnosis of gender dysphoria from, or had such diagnosis confirmed by, a military medical provider (MMP) before 12 April 2019, are exempt

individuals.

Military Quality of Life

The Committee remains concerned about the sustainment of key quality of life programs for military families, such as family advocacy and parenting skills programs; child care; spouse education and employment support; health care; and morale, welfare and recreation (MWR) services.

187If confirmed, what quality of life and MWR programs would you consider a priority?

If confirmed, all quality of life and MWR programs that are important to our airmen or their families would be important to me. Care for MWR and family needs would be a top priority because of the impact these concerns have on recruitment and retention of our airmen from the squadron level and throughout the force.

188If confirmed, how would you sustain and enrich high-value quality of life and MWR programs for airmen and their families? What factors would you consider in assessing which MWR programs are ineffective or outmoded and thus potentially suitable for elimination or reduction in scope?

If confirmed, I would use data and advice from those closest to the programs to evaluate the effectiveness of MWR and quality of life services and to allocate discretionary resources. Effort and resources should be focused where they have the most impact to the health and resiliency of the Airmen and their families. MWR and associated programs are key quality of life components that enhance both recruiting and retention.

Family Readiness and Support

189What do you consider to be the most important family readiness issues for airmen and their families?

The most frequent family readiness issues involve spousal employment and affordable, available childcare. Air Force families understand service includes sacrifice but with current OPSTEMPO and frequent family separation, they often must balance family needs with their commitment to service. If confirmed, I will work to help address these concerns.

190If confirmed, how would you ensure that the family readiness issues you identified are properly addressed and adequately resourced?

If confirmed, I would collaborate with government agencies and, to the extent authorized by law and appropriate, non-government organizations to advance portable career opportunities for spouses, especially focusing on reciprocal state occupational licensing and certification. I would continue initiatives to enhance capable childcare availability and communicate with service

members and families to assess ongoing needs.

191 If confirmed, how would you ensure that support related to mobilization, deployment, and family readiness is provided to Air Force Reserve Component families, as well as to active Air Force families who do not reside near a military installation?

I understand the Air Force has a host of programs to promote readiness and quality of life for total force airmen and families, including Air Force Reserve Component families and active Air Force families who reside some distance from a military installation. If confirmed, I would evaluate total force programs to determine their success and remain vigilant to meet the needs of airmen and their families.

The Committee often hears that Active Duty families have difficulty obtaining child care on base and that there are thousands of military families on waitlists to receive infant care.

192 If confirmed, what specifically would you do to provide Air Force families with accessible, high-quality childcare, at an appropriate cost?

If confirmed, I would work to address underlying issues that drive unmet on-base childcare need and underperforming facilities. I would evaluate the availability of and competition among proximate childcare providers. I also would evaluate the criteria for prioritizing placement into on-base facilities.

193 What is your view of the efficacy of the Air Force's implementation of the MilitaryChildCare.com system?

From my external vantage point, MilitaryChildCare.com seems to be a helpful source of information about military-operated or military-approved childcare programs worldwide. It allows airmen around the world, including those not near an installation, to assess childcare options and make informed decisions.

194 If confirmed, how would you establish accountability in the Air Force for high quality service and support to military families undergoing a PCS move?

If confirmed, I would work with Air Force Leadership to improve services for airmen and watch for indicators of quality of PCS movers. I am told that Air Force standards are well above DoD mandates for commercial carriers and the Air Force holds commercial carriers accountable for every airmen and every move.

195 In your view, is it feasible to adjust military personnel policies to decrease the total number of PCS moves required across an airman's career, without adversely

affecting that service member's career progression or military readiness?

PCS moves are essential for readiness. Still, opportunities may exist to meet military requirements around the globe while decreasing the total number of PCS moves.

196 In your view, how can the policies enacted pursuant to the Military Family Stability Act be employed to distribute the demand for PCS moves more evenly across the entire year (rather than concentrating moves in the summer months)?

The Military Family Stability Act enables the Air Force to accommodate spouse employment, child schooling, and other PCS timing considerations. I understand the Air Force is working to distribute PCS demand and to accommodate family preferences for flexible or split PCS departure/arrival times. More often than not, families with school age children prefer summer moves.

Support for Military Families with Special Needs

197 If confirmed, how would you ensure that an airman with a special needs family member is relocated only to a new duty station at which the medical and educational services required by that family member are available?

If confirmed, I would work with Air Force leadership to assess implementation of The Air Force's Exceptional Family Member Program. This program screens registered airmen and dependents to ensure they are relocated only to duty stations with required medical and educational services.

198 If confirmed, how would you incentivize airman enrollment in the exceptional family member program (EFMP)?

If confirmed I would encourage effective implementation of and confidence in EFMP. Airmen who have knowledge and confidence in the EFMP will enroll.

199 If confirmed, what specific new initiatives would you suggest to assist an airman with a special needs family member in advocating for and accessing individualized educational programs, and other support to which their family member is entitled under the Individuals with Disabilities Education Act, including from local school districts in the vicinity of Air Force bases?

If confirmed, I would work with appropriate Air Force leaders to support and monitor Air Force civilian education liaison officers. Liaisons assist military families and enable schools to serve special needs family members, consistent with the Individuals with Disabilities Education Act.

200If confirmed, what new initiatives might you suggest for improving the ability of airmen with a special needs family member to obtain the medical services and support their family member requires?

If confirmed, I would support existing Air Force initiatives and through live and virtual town hall meetings assess the nature of additional needs. Air Force experts will solicit innovative ideas to better support these families as their airmen serve.

Military Housing Privatization Initiative

In the FY 1996 NDAA, Congress established the Military Housing Privatization Initiative (MHPI), providing DOD with the authority to obtain private-sector financing and management to repair, renovate, construct, and operate military housing. DOD has since privatized 99 percent of its domestic housing. Earlier this year, this Committee held two hearings to address widespread complaints that over the past several years, military families living in privatized housing have been exposed to environmental hazards, rodent and other infestations, and other conditions that render their quarters uninhabitable and, in some cases, endanger the health and well-being of their children. Certainly, some of the “private partners” charged to manage installation housing regularly tolerated shoddy repairs or closed work orders without action. Complaints to military housing management offices often remained unaddressed and, in many cases, military oversight and chain of command engagement were non-existent. Many family members expressed fears that in speaking out about the appalling condition of the quarters in which they lived, they were opening themselves and their airman sponsor to reprisal.

201What has the Air Force done to address airman and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

I understand the Air Force has taken aggressive steps to address these deplorable and indefensible housing conditions, although I am not familiar with details. Airmen and their families are the heart of the Air Force and deserve safe, quality homes.

202If confirmed, what specifically would you do to establish accountability in the Air Force for sustaining the high quality housing that airmen and their families deserve?

If confirmed, I would review Air Force actions, consider additional steps to ensure accountability, and direct implementation of all necessary tools to provide airmen and their families with safe, quality housing.

203If confirmed, what specifically would you do to establish accountability in MHPI “contractors”, particularly given that, in most cases, they have entered into public-private partnership agreements with the Air Force that extend for as long as 50 years?

If confirmed, I would evaluate project owner accountability. I would work with other Service Secretaries to establish a Resident Bill of Rights to protect service members and their families and hold project owners accountable. Finally, I would request periodic updates from Air Force leadership who bear responsibility to ensure that housing under their purview is appropriate for airmen and their families.

Commissary and Military Exchange Systems

204What is your view of proposals to consolidate the commissaries and the Service Exchanges into a single defense resale system?

Within the limits of my understanding, I generally favor exploring possible synergies of consolidated commissaries. While evaluating added benefits consolidation could offer it would also be important to carefully assess and guard against any diminution of value to airmen and families.

Suicide Prevention

205If confirmed, what specifically would you do to maintain a strong focus on preventing suicides in the active Air Force, the Air Force Reserve, and the Air Force National Guard, and in the families of airmen across all Components?

If confirmed, I would solicit advice from the best experts on the tragedy of suicide to guide Air Force actions to reverse this heartbreaking trend. The Air Force experience mirrors the rise in suicides in other demographics.

Today, the Air Force creates comfort by providing chaplains, mental health providers, and military family life consultants directly within units, not just within a chapel or clinic. Easy access at the unit helps minimize any potential stigma associated with seeking help. Yet, suicides are far too frequent. Experts can advise on best practices for the Air Force demographic.

206If confirmed, what specifically would you do to enhance the reporting and tracking of suicide among family members and dependents of airmen across all Components?

A few years ago, the Air Force joined the other services and OSD to improve tracking and reporting of suicides among family members and dependents across all Components. If confirmed, I would also consider partnering with local communities and civilian resources to encourage data sharing.

Mental and Behavioral Health Care

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

If confirmed, I would work with the Office of the Assistant Secretary of Defense for Health Affairs to identify current standards of care in both mental and behavioral health for both active duty and family members abroad and at home station. Because of the nationwide shortage of mental health providers, the Air Force may have to extend special incentives to attract qualified candidates and engage innovative delivery methods.

208 If confirmed, what specifically would you do to ensure that sufficient mental and behavioral health resources are available to Reserve Component airmen and their families who do not reside near a military installation?

This is an issue I would evaluate with Air Force leadership, if confirmed. I understand that when Air Reserve Component members are activated and eligible for care, existing mental and behavioral health resources are available for Reserves and their families at Active Duty Military Treatment Facilities. Further, I have been advised that, when not activated, mental and behavioral health resources are available at Air National Guard and Reserve units and at all times on-site professionals link ARC members to local resources.

209 As regards the provision of mental and behavioral health care, how does the Air Force bridge the gap between an airman's desire for confidentiality and the chain of command's legitimate need to know about matters that may affect the readiness of the airman and the unit?

I understand that in general the Air Force maintains strict confidentiality about an airman's medical care regardless of the type of care. If an airman's condition could affect his or her mission performance, in compliance with Health Information Protection and Portability Act, commanders receive only the minimum amount of information needed to determine fitness for duty.

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

Yes. I understand MFLCs are extremely valuable and perform vital services for airmen, especially in high-risk units. Because MFLCs are integral to the team, airmen can seek help without stigma.

Sexual Assault and Sexual Harassment Prevention and Response

Despite significant efforts by the Military Services to enhance their response to sexual assaults, including measures to care for victims and hold assailants accountable, the

DOD Annual Report on Sexual Assault in the Military for Fiscal Year 2018 documented a statistically significant increase in the past-year prevalence of sexual assault and unwanted sexual contact, primarily for female service members in the 17 to 24 age group. These findings echoed earlier reports of alarming increases in the prevalence of sexual harassment and assault at the Military Service Academies.

211 In your view, are the policies, programs, and training that the Air Force has put in place to prevent sexual assault and respond to sexual assault when it does occur, adequate and effective?

Current Air Force policies, programs and training about sexual assault are essential but not sufficient. Assaults continue, so however helpful, current practices are not solutions. Sexual assault is a crime. In a military environment, airmen are entrusted with extraordinary instruments of power. A character inclined to abuse power (by position, physical strength, weapon or other means) is particularly dangerous and intolerable in the military.

The Air Force has improved support to victims but must continue efforts to prevent sexual assault and encourage reporting if an assault occurs and respond appropriately without further injuring the victim. When an assault occurs, the victim will report the assault only if there is confidence that the system will respond fairly and reliably. An increase in reported assaults may not be evidence that more assaults occurred. Instead, the increase in reports may indicate that victims have higher confidence that the system will handle their reports fairly and effectively.

212 If confirmed, what will you do to increase focus on the prevention of sexual assaults?

If confirmed, I will take the same aggressive approach as I have in the private sector – zero tolerance, everyone will be held accountable. I would work with Air Force leadership to elevate the focus of the Air Force on prevention of sexual assaults and engage experts who bring experience from similar demographics.

213 What is your view of the necessity of affording a victim both restricted and unrestricted options to report a sexual assault?

Victims of sexual assault must receive care and support accommodating the victim's individual needs, including options for restricted and unrestricted reporting

214 What is your assessment of the adequacy of Air Force resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?

From outside the Air Force, I have limited ability to evaluate the adequacy of medical, psychological, and legal resources and programs offered to victims of sexual assault

215 What is your assessment of the potential impact, if any, of proposals to remove from Air Force commanding officers,

case disposition authority over felony violations of the Uniform Code of Military Justice, including sexual assaults?

While from a civilian perspective, I understand reasoning behind proposals to remove commanding officers' authority over felony sexual assaults. However, in the military I am inclined to believe that normally, Air Force command responsibility fortifies the core objective of reducing sexual assaults. The foundation of military discipline is the commander's authority to set standards, to require airmen to meet those standards, and to hold airmen appropriately accountable when they fail to meet standards. The military justice system is the commander's ultimate tool to ensure a disciplined force. Replacing the commander with civilian justice system would likely diminish discipline rather than strengthening it.

216 In your view, could the U.S. Air Force Academy's Safe to Report policy be extended to other types of units and organizations in the Air Force?

Yes, the Air Force Academy's Safe to Report policy may benefit other units and organizations in the Air Force.

217 What is your assessment of the Air Force's implementation of protections against retaliation (including reprisal; social ostracism; and acts of cruelty, oppression, and maltreatment) for reporting sexual assault?

I am not in a position to make an assessment at this time. I will make it a priority to understand the current process and ensure airmen are protected against retaliation including reprisal; social ostracism; and acts of cruelty, oppression, and maltreatment.

218 What is your understanding of the "continuum of harm" in the context of sexual harassment and sexual assault and their effects on the readiness of military units?

Anything along the continuum of harm in the context of sexual harassment and sexual assault has a devastating impact on readiness in military units. Our airmen must be ready, in some cases at a moment's notice, to take all necessary actions to execute the mission. Anything that could distract from that mission negatively impacts the readiness of military units. In particular, anything within the continuum from sexual harassment to sexual assault is particularly devastating to the discipline necessary to maintain a ready, lethal force.

219 What is your view of the role of the Air Force chain of command in maintaining a command climate in which sexual harassment and sexual assault are not tolerated?

Commanders at all levels are ultimately responsible for maintaining a command climate in which sexual harassment and sexual assault are not tolerated. Commander accountability for command climate, as well as responsibility for the thorough and impartial investigation of and response to allegations of assault must be continually reinforced.

220In your view, do military and civilian leaders at all levels of the Air Force have the training, authorities, and resources needed to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual harassment and sexual assault? If not, what additional training, authorities, or resources do you believe are needed, and why?

Military and civilian leaders at all levels of the Air Force have the training, authorities, and resources necessary to hold subordinate commanders and supervisors accountable for the prevention of and response to sexual harassment and sexual assault. Still, new innovations in training and additional resources, at all levels of command, may improve our outcomes.

221If confirmed, what specific role and tasks would you establish for yourself in the Air Force's program of preventing and responding to sexual harassment and sexual assault?

Consistent with Secretary Esper's commitment at his confirmation hearing, if confirmed, I would intend to implement every recommendation of the Sexual Assault Accountability and Investigation Task Force. In addition, I would continually seek ways to improve prevention and response.

222Why are the number of prosecutions for sexual assault and retaliation in the Air Force so low? Why are conviction rates so low?

From my current vantage point, I cannot explain the seemingly low number of prosecutions for sexual assault and retaliation in the Air Force. I am convinced that the Air Force seeks fair, transparent justice ensuring victim justice and support while protecting constitutional rights of the accused. In context, prosecution and conviction rates alone do not adequately measure success; however such low rates may be warning signs of system deficiencies. Further analysis is warranted.

Domestic and Child Abuse in Military Families

223Recent press reports indicate that the number of incidents of domestic and child abuse in military families has increased. What is your understanding of the extent of this issue in the Air Force, and if confirmed, what actions would you take to address it?

I understand that since 2014, the Air Force has averaged approximately 7,000 referrals to the Family Advocacy Program for domestic and child abuse. If confirmed, I would evaluate how existing processes could be improved to ensure state-of-the-art practices to deter and remedy domestic and child abuse in Air Force families.

U.S. Air Force Academy

224What is your assessment of the efficacy of the policies and processes in place at the U.S. Air Force Academy to prevent and respond to sexual harassment and sexual assault, and to ensure that those who report harassment or assault are not subject to retaliation (including reprisal; social ostracism; or cruelty, maltreatment, and oppression)?

My recent association with the Air Force Academy has not afforded enough access to fairly assess the efficacy of policies and processes to prevent and respond to sexual harassment and assault or to avoid retaliation against accusers. I am convinced that Academy leadership seeks to implement violence prevention programs; works to inform cadets about what constitutes sexual harassment and sexual assault; and looks to avoid retaliation. Still, incidents of sexual harassment and assault continue. More effective action is needed to end sexual harassment and sexual assault.

225If confirmed, what specific actions will you take to combat the increasing prevalence of sexual assault, sexual harassment, retaliation, and discrimination at the U.S. Air Force Academy? What specific actions will you take to increase reporting by cadets who are the victims of sexual assault, sexual harassment, retaliation, and discrimination?

If confirmed, I would work with Congress, Air Force leadership and subject matter professionals to formulate and institute effective measures to halt assaults, harassment, retaliation and discrimination and increase incident reporting. I would direct fast-track implementation of the identified best practices and monitor outcomes.

226What is your assessment of the efficacy of the policies and processes in place at the U.S. Air Force Academy to ensure the free exercise of religion and the accommodation of religious practices?

From my current position, I have not assessed policies and processes at the Air Force Academy with regard to free exercise of religion and the accommodation of religious practices. If confirmed, I would explore the efficacy of current provisions for unimpeded exercise of religion.

227What is your assessment of the efficacy of suicide prevention programs at the U.S. Air Force Academy?

I am informed that the Air Force Academy has in place a robust program with many effective helping agencies. I understand that the Air Force Academy has not had any reports of suicides within its ranks.

Currently, Military Service Academy graduates are required to serve on active duty

for a minimum of five years following graduation. Congress last revised initial active duty service obligations for Academy graduates in 1996. Since then, the average real cost per graduate has increased by nearly 20 percent, according to the Congressional Research Service. Additionally, recent studies suggest that Service Academy graduates have the lowest junior officer retention rates of all officer commissioning sources, despite being the most expensive. Meanwhile, the increasingly technical nature of officer careers has increased the length of initial skills training courses; new officers are spending more time training and less time at their duty stations during the period of their initial active duty service obligation.

228 Do you believe a five-year minimum active duty service commitment for U.S. Air Force Academy graduates is sufficient return on investment for the U.S. military and the American taxpayer?

A five-year commitment seems fair to the graduate while significantly benefitting the Air Force and taxpayer. As general university tuition has escalated in the past twenty years, the value of an Academy education has similarly increased. A five-year active duty service commitment helps the Air Force manage staffing and retention in mission critical career fields. Correspondingly, the pivotal first five years after graduation launch and set the vector of the graduate's lifetime of achievement. The five-year commitment strengthens Air Force readiness and lethality.

229 In your view, does the U.S. Air Force Academy contribute to the pool of Air Force officer accessions commensurate with the attendant costs? Please explain your answer.

I believe direct and indirect Air Force Academy contributions significantly exceed attendant costs. Service Academies produce leaders among warfighters for our nation. Accordingly, about 90% of Air Force Academy graduates annually serve in operations or operations support career-fields. Of those, over half directly serve as warfighters in the pilot pipeline.

230 If confirmed, would you support increasing the active duty service obligation for all Military Service Academy graduates by one year to a six-year minimum?

If confirmed, I would comply with current statutory five-year service obligations. I would recommend that prior to increasing the service obligation, decisionmakers should carefully study potential effects on recruiting quality applicants

231 Given the provisions of title 10, U.S. Code, section 9448(a)(5), under what conditions would you deem it appropriate, if confirmed, to permit an Air Force officer to play professional sports prior to completing two consecutive years of commissioned service following graduation from the U.S. Air Force Academy? As to Air Force Academy graduates who have been granted early release from their active duty service obligations to play professional sports, what is your perception of the benefit that accrues to the Air Force by virtue of this

arrangement? What metric does the Air Force apply to measure the impact of such arrangements on Air Force recruiting?

My perception is that the Air Force handles each athlete's case on its merits considering benefits/costs to both the athlete and the service. Measurable earned media value of an Academy athlete performing before a national audience could assist recruiting for the Academy and the service overall. The value of earned media should be balanced against counterpart benefits to the Air Force of the athlete performing duties as an Air Force officer and ensuring there is a return on the taxpayer's significant investment made in an Academy graduate.

Religious Accommodation

U.S. military personnel routinely deploy to locations around the world where they must engage and work effectively with allies and with host-country nationals whose faiths and belief systems may be different than their own. For many other cultures, religious faith is not a purely personal and private matter; it is the foundation of culture and society. Learning to respect the different faiths and beliefs of others, and to understand how accommodating different views can contribute to a ready force is, some would argue, essential to operational effectiveness.

232 In your view, do current Air Force policies and processes properly facilitate the free exercise of religion, without impinging on the rights of those who have different religious beliefs, including no religious beliefs?

I understand Air Force leaders effectively take responsibility for protecting free exercise of religion for airmen and avoiding the appearance of an official endorsement of any religion.

233 Do you support a policy that allows a prospective recruit to request and receive an accommodation of religious practices prior to enlisting or accepting a commission in the Air Force?

I support a policy that allows prospective recruits to request and receive an accommodation of religion practices prior to enlisting or accepting a commission in the Air Force.

234 Do you support a policy that allows an airman's religious accommodation, once granted, to follow the airman throughout his/her military career—no matter where he/she is stationed or the nature of his/her specific duties—unless it can be demonstrated that the accommodation adversely affects military mission accomplishment?

Yes, I support a policy that allows an airman's religious accommodation, once granted, to follow the airman through his or her career. I expect that such a policy would include a review of the accommodation at each new assignment by the chain of command, with input from the chaplain,

to evaluate whether the accommodation would adversely affect military mission accomplishment or the individual's safety.

235 Do you believe that allowing service members of certain faiths—such as Sikh, Orthodox Judaism, or Islam—to maintain beards or wear turbans or other religious headwear, while in uniform, strengthens or weakens the U.S. military's standing in areas of the world where such religions predominate? Would such allowance help or hurt U.S. efforts to build alliances and partnerships with such nations?

I believe the Air Force should review individual requests for religious accommodations using its established procedures, with input from the individual and the chaplain provided to the commander. Decisions about accommodations should be made consistent with the law, and denials should be issued only for circumstances where the accommodation would have an adverse effect on military mission accomplishment or individual safety.

236 In your view, do existing Air Force policies and practices regarding public prayers offered by a military chaplain in both official and unofficial settings, strike the proper balance between a chaplain's right to pray in accordance with the tenets of his/her religious faith, as well as the rights of other service members who may hold with different beliefs, including no religious beliefs, who may be present in these settings?

Yes. I understand Chaplains are authorized to pray in accordance with the tenets of their faith, in official and unofficial settings, while respecting the pluralistic environment of the Air Force. Chaplains are also trained to both advise leadership on these types of prayers and provide these prayers at military functions and events

237 Should the Department of the Air Force accommodate the request of a college or university affiliated with a particular religious faith, to appoint a military officer of that same faith as the Professor of Aerospace Science, charged with leading the host institution's Senior Reserve Officers' Training Corps unit?

Assignments in the Air Force should be made in a non-discriminatory manner, and I believe we should make assignments without regard to an individual's religious preference

General/Flag Officer Reductions

The FY17 NDAA reduced the number of General/Flag Officers by about 12%.

238 What progress has been made in reducing the number of Air Force General Officers and restructuring the Air Force General Officer grade pyramid?

I understand that the Air Force has been implementing reductions since 2017 and is on target to meet the FY17 NDAA-required efficiencies by the end of this calendar year.

239If confirmed, what specific actions would you take to ensure the Air Force is successful in meeting this reduction and restructuring mandate?

If confirmed, I would enforce the statutory mandate. I understand the Air Force has been implementing reductions and is on target to meet the FY17 NDAA mandate by year-end.

240Are you satisfied that the Air Force has in place sufficient training and resources to provide its General Officers the training, advice, and assistance they need to “play the ethical midfield.” Please explain your answer.

Yes, it seems the Air Force employs effective training and resources to guide ethical decisions. I understand Air Force general officer training emphasizes leadership, decision-making, culture and ethics through expert trainers from across the Department of Defense, industry and academia. Additionally, 360-degree feedback is provided annually to the entire general officer corps.

Officer Personnel Management System Reforms

The John S. McCain NDAA for FY 2019 contained several provisions to modernize the officer personnel management system. These reforms were designed to align officer career management with the priorities outlined in the 2018 NDS.

241How is the Air Force implementing these authorities and to what effect?

I understand that over the past year the Air Force revised officer personnel management in accordance with the FY2019 NDAA.

242If confirmed, how would you lead the Air Force in further leveraging these new authorities?

If confirmed, I would encourage continuation of the Chief of Staff’s recent initiative to consult officers as the new authorities are implemented and I would seek other ways to leverage these authorities to improve Air Force officer personnel policies to develop and retain airmen who better lead our future force.

243Are there other authorities that the Air Force needs in order to modernize the management of its officer personnel?

From the outside I am not yet aware of specific needs for modernization of personnel management. However, if confirmed, I would review our ongoing officer personnel modernization efforts and recommend additional authorities, if needed, to the Secretary of

Defense and Congress.

Joint Officer Management

The NDAA for FY 2017 modified the Joint Qualified Officer (JQO) system established by the Goldwater-Nichols Act in two significant ways. First, it broadened the statutory definition of “joint matters” to expand the types of positions for which an officer can receive joint duty credit. Further, it reduced from three years to two the minimum tour length required for joint duty credit.

244What is your assessment of the effectiveness of the FY 2017 modifications to the JQO system?

From the outside I am not yet aware of specific needs for modernization of personnel management. However, if confirmed, I would review our ongoing officer personnel modernization efforts and recommend additional authorities, if needed, to the Secretary of Defense and Congress.

245In your view, are the requirements associated with becoming a JQO, and the link between attaining joint qualification and eligibility for promotion to General Officer rank, consistent with the operational and professional demands of Air Force line officers?

In my estimation, the requirements for joint qualification and promotion to General Officer are consistent with the operational and professional demands of our airmen. National security and the multi-domain global nature of likely future conflicts demand airmen who are experienced and proven in joint operations.

246In your view, what additional modifications, if any, to JQO prerequisites are necessary to ensure that Air Force officers are able to attain both meaningful joint and Air Force-specific leadership experience and adequate professional development?

It seems the existing prerequisites of Joint Professional Military Education Phase II completion, experiential requirements and minimum grade of O-4 adequately ensure that Air Force officers attain both meaningful joint and Air Force-specific leadership experiences and appropriate professional development. Further benefits accrued from Air Force initiatives to start joint experience earlier, to manage officer assignments more deliberately and to develop joint-experienced leaders more purposefully.

Professional Military Education

The 2018 NDS asserts that the DOD and Military Service Professional Military Education (PME) programs have stagnated—that they focuses on the accomplishment of mandatory credit at the expense of lethality and ingenuity.

247If confirmed, what specific actions would you take to enhance the Air Force PME system to ensure that it fosters the education and development of a cadre of strategic thinkers and planners with both the intellectual and military leadership acumen to merit promotion to General Officer?

If confirmed, I would build from the success of programs such as Blue Horizons and Multi-Domain Operational Strategist at Air University by incorporating appropriate, carefully selected aspects of those programs into the main PME pipelines, such as Air Command and Staff College and Air War College. These programs use alternative teaching methods to support learners and to broaden the individual student's perspectives. Incorporating aspects of these programs would enhance the Air Force PME system to ensure it fosters education and development of a cadre of strategic thinkers and planners with intellectual and military leadership acumen.

The DOD and Air Force Civilian Personnel Workforce

DOD is the federal government's largest employer of civilian personnel. The vast majority of DOD and Air Force civilian personnel policies comport with requirements set forth in title 5 of the U.S. Code, and corresponding regulations under the purview of the Office of Personnel Management. Although this Committee does not have jurisdiction over title 5, over the years, it has provided numerous extraordinary hiring and management authorities applicable to specific segments of the DOD and Air Force civilian workforces.

248In your judgment, what is the biggest challenge facing the Air Force in effectively and efficiently managing its civilian workforce?

The biggest challenge to the Air Force in effectively and efficiently managing its civilian

workforce is that the governing law, Title 5, U.S. Code, was designed during the industrial age and impedes the cadence of information age decisions. The antiquated system focuses on compliance and encumbers progress. Fortunately, over the years Congress has authorized flexibility through new programs, but the resulting complex patchwork of rules makes civilian personnel management needlessly cumbersome and occasionally counterproductive.

249 In your view, do Air Force supervisors have adequate authorities to address and remediate employee misconduct and poor duty performance, and ultimately to divest of a civilian employee who fails to meet requisite standards of conduct and performance? If so, are Air Force civilian and military supervisors adequately trained to exercise such authorities? If not, what additional authorities or training do Air Force supervisors require?

It seems Air Force supervisors have appropriate authority and generally are adequately trained to address and remediate employee misconduct or poor duty performance. The greatest hurdle to resolving conduct or performance failures is the extensive supervisory time required to mitigate the shortfall – time otherwise devoted to mission.

250 Do you advocate the creation of a new “title 10” DOD civilian workforce and a concomitant body of title 10 personnel authorities applicable only to the DOD civilian workforce? If so, what should be the key components of this new body of personnel law, and how should it improve on title 5, in your view?

Yes, I would advocate creation of a new “Title 10” DoD civilian workforce similar to AcqDemo to streamline regulations and enable more effective performance. A new system could improve pay practices and update job qualification and classification standards and thereby drive higher performance and better meet today’s speed of decision-making

Under current law, the civilian pay raise, when adjusted for wage inflation, is set at the Employment Cost Index minus 0.5 percent, or, about a 2.6 percent increase for FY 2020. Yet, the Department’s budget did not provide funding for a civilian pay increase, notwithstanding submission of the largest topline defense budget request in the Nation’s history.

251 Do you personally support a pay raise for Air Force civilian employees, consistent with current law?

Yes, I support a civilian pay raise, consistent with current law. Also I recognize benefits that would derive from comprehensive reform of civilian pay to prioritize performance over longevity.

Congressional Oversight

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

252 Do you agree, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Yes.

253 Do you agree, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? If confirmed, I agree to accommodate in a timely manner all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

254 Do you agree, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Yes.

255 Do you agree, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Yes.

256. Do you agree, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

257 Do you agree, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? If confirmed, I agree to accommodate

all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

258 Do you agree, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Yes, I agree to protect DoD personnel from unlawful retaliation.