

## **Advance Policy Questions for Dr. Mark Esper Nominee for Secretary of the Army**

### **Department of Defense Reforms**

**The National Defense Authorization Act for Fiscal Year 2017 included the most sweeping reforms since the Goldwater-Nichols Department of Defense Reorganization Act of 1986.**

#### **1. Do you support these reforms?**

Yes, I support the Fiscal Year 2017 National Defense Authorization Act reforms. If I am confirmed, I will work with senior Army and DOD leaders to ensure these reforms are fully implemented, and will keep the Committee apprised on our progress.

#### **2. What other areas for defense reform do you believe might be appropriate for this Committee to address?**

While I have no specific reforms to propose at this time, I anticipate some will be necessary given the ever-changing global security environment and the premium I intend to place, if confirmed, on maximizing the effectiveness and efficiency of the Army in all that it does. My intent is to closely monitor the implementation of ongoing reforms, and work closely with Congress on any other reforms that could improve the readiness and effectiveness of the Army.

### **Qualifications**

#### **3. What background and experience do you possess that qualify you for this position?**

I have spent nearly three decades working to advance our Nation's security in the military, in government, and in the private sector. The foundation of this service is my twenty-one years as an Infantry officer in the U.S. Army, with over ten years on active duty, and another eleven years in the National Guard and Army Reserve. During my military career, I had the privilege of leading Soldiers in both wartime and peace, in a broad range of command and staff assignments, and in locations extending from the United States, to the Middle East, and to Europe. All of this experience gives me an invaluable understanding of the Total Army – its culture, organization, and functions – and the critical role that our Soldiers, their families, and the civilian workforce play in defending our country.

My experience on Capitol Hill as a Professional Staffer, working a broad range of national security issues in the Senate and House -- to include on the House Armed Services Committee and in Senate Leadership -- provides me a solid understanding of the

challenges facing the Army from a Hill perspective, and a deep appreciation of Congress' vital Article I responsibilities with regard to the Armed Forces. To that end, I understand the importance of the Army's leaders partnering with the defense committees to address the challenges facing the Department.

I also believe that my prior experience working in the Pentagon as a Deputy Assistant Secretary of Defense in OSD Policy, leading senior military and civilian professionals to advance important national security policy objectives, and my earlier assignment as a war planner on the Army Staff, gives me a good understanding of how the Pentagon works, the roles of the OSD, Joint, and Service Staffs, and how to maximize success in a large organization.

Finally, I believe my broad private sector experiences, especially as a senior executive at a major defense company, have provided me a good sense of the Army's acquisition challenges, ideas on how Industry can do better, practical knowledge of modern-day business practices that maximize effectiveness, and how best to lead others in a way that can drive positive, long-term results that best support our Soldiers.

All of these experiences -- coupled with the extensive leadership training and the broadening experiences I have had over the years at West Point, in the Army, in government, and in the private sector -- have provided me with the background, skills, knowledge, and values that I believe have prepared me well to be Secretary of the Army.

## **Duties**

**Section 3013 of title 10, United States Code, states the Secretary of the Army shall perform such duties and exercise such powers as the Secretary of the Army may prescribe.**

### **4. What is your understanding of the duties and functions of the Secretary of the Army?**

The Secretary of the Army is the head of the Department of the Army. Subject to the authority, direction, and control of the Secretary of the Defense, the Secretary of the Army is responsible for all the affairs of the Department including, but not limited to, recruiting, training, organizing, and equipping the Army to meet its global requirements; most importantly, this means fulfilling the current and future operational requirements of the unified and specified combatant commands.

### **5. What recommendations, if any, do you have for changes in the duties and functions of the Secretary of the Army, as set forth in section 3013 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the Secretary of the Army?**

I do not currently have any recommendations to change Title 10. If confirmed, I will continually assess the Secretary's duties and functions. If I believe changes are required,

I will consult with the Secretary of Defense and, as appropriate, work closely with the Committee on any proposed legislative changes.

**6. What additional duties, if any, do you expect will be prescribed for you?**

I am not aware of any additional duties that the Secretary of Defense may be considering for me if I am confirmed.

**Major Challenges and Priorities**

**7. If confirmed, what broad priorities will you establish?**

A foundational priority of every Army leader must be to ensure the Army's Soldiers, families, and civilian employees are well led, well supported, and well cared for. People are the essence of the Army, so it is absolutely imperative that we recruit and retain a high-quality force, and that we provide them with the professional opportunities and quality of life they deserve.

The next priority I would address if confirmed is Readiness – making sure the Total Army can deploy, fight and win across the full spectrum of conflict today. This means that units are fully manned, weapons and equipment are well maintained, munitions stocks are sufficient, and training – particularly for high end combat – is ample, rigorous and realistic.

Another priority I would address if confirmed is Modernization – building the capacity and capabilities of the Total Army over the longer term. This involves growing the size of the force, strengthening its combat formations, and providing it with the best weapons and equipment available to ensure clear overmatch in future conflicts against near-peer competitors. To do this, my personal challenge will be to articulate a clear vision of where the Army needs to be in the future based on the defense strategy, and to greatly improve the Acquisition system.

The final priority I would address if confirmed is Efficiency – reforming the way the Total Army works to free up time, money, and manpower to reinvest or utilize elsewhere. This includes conducting an audit; reforming the acquisition system; eliminating unnecessary bureaucratic processes; delayering, reshaping, and/or right-sizing organizations; empowering leaders at all levels; increasing engagement with the commercial sector and the defense industry; and borrowing the best business practices from the private sector, to name a few.

**8. In your view, what are the major challenges facing the Army today?**

The Army faces many challenges. Some of the most important ones are recruiting and retaining a high-quality force, and ensuring it is well led, as we grow the force. A second challenge is readiness, meaning the capability to deploy, fight, and win today along the

full spectrum of conflict. A third challenge is advancing the future readiness of the force through modernization, which includes increasing the capacity and capabilities of the Total Army in the long term to ensure clear overmatch in future conflicts against near-peer competitors. Critical to modernization is a clear vision of the future Army, a comprehensive modernization strategy, and the need to greatly improve the Acquisition system. A fourth challenge is changing the way the Army operates on a daily basis to increase its efficiency, and thus free up time, money and manpower to invest or utilize in other priorities. And finally, a major challenge is the lack of sustained, predictable, and higher/sufficient levels of annual funding that would ensure the Army could well execute the full range of its Title 10 responsibilities.

**9. If confirmed, how would you prioritize your work to solve these challenges?**

If confirmed, the readiness of the Total Army to deploy, fight, and win today against a near-peer threat would be my top priority. This means prioritizing the Army's budget, leadership focus, and all associated efforts to ensure units are fully manned, weapons and equipment are well maintained, munitions stocks are sufficient, and training is ample, rigorous and realistic.

At the same time, long term readiness – also known as modernization – must be tackled. This will require a clear vision of the future Army and hard choices on which programs and initiatives to fully fund, partially fund, or forego. In addition, the Army Acquisition process needs to be reformed, from organizations, policies, procedures, and participants, to organizational and individual behaviors, expectations, and authorities. There also needs to be greater engagement with industry, and a closer partnership with the commercial sector, to ensure that the weapons and equipment our Soldiers need are delivered on cost and schedule.

Finally, the Total Army needs to become more efficient in all that it does, so as to free up time, money, and manpower that can be reinvested or utilized in priorities such as readiness, modernization, and taking better care of our Soldiers and their families.

**10. What do you consider to be the most serious problems in the performance of the functions of the Secretary of the Army?**

The most serious problem confronting the Secretary of the Army in performing the office's Title 10 duties and responsibilities is the lack of sustained, predictable, and higher/sufficient levels of annual funding.

**11. If confirmed, what management actions and timelines would you establish to address these problems?**

The near term readiness of the Total Army is the immediate priority. With the rise of near-peer threats around the world that could draw the Nation into a high-end confrontation, funding and leadership focus must be on accelerating the readiness of deploying units when it comes to manning, maintenance, munitions stockpiles, and

training for such contingencies. The Army leadership must communicate this prioritization throughout the force, understand the metrics by which readiness is measured and monitor its progress, leverage all necessary resources to facilitate success, and convey a clear sense of urgency in meeting this goal. I understand the Army is currently pursuing many of these actions. If confirmed, I intend to take an active, constant, and personal role in advancing the Army's readiness.

### **Relations with Congress**

#### **12. What are your views on the state of the relationship between the Army and the Senate Armed Services Committee in particular, and with Congress in general?**

I believe the current relationship between the Army and Congress is good, and that the relationship between the Army and the Committee is even better. My aim, though, if confirmed, would be to take the relationship to the next level.

Having served in various capacities in the legislative branch, to include on the House Armed Services Committee, I know well the fundamental Article I responsibilities of the defense committees when it comes to the Armed Forces. Further, I understand the committees' critical oversight role and the premium they place on the full and timely provision of information. If confirmed, I would like to build a partnership with the defense committees that treats its Members as partners in helping solve many of the challenges facing the Army. Doing this requires a continuous, candid, and collaborative dialogue between the Army's senior leaders and the defense committees.

#### **13. If confirmed, what actions would you take to sustain a productive and mutually beneficial relationship between Congress and the Army?**

A strong and collaborative relationship between Congress and the Army is vital to advancing the Nation's security. If confirmed, I intend to maintain a continuous and candid dialogue with the defense committees on a broad range of Army issues before Congress. I am personally committed to meeting with Members on a routine basis to update them on Army issues, to answer their questions, and to seek their ideas and thoughts on some of the complex matters facing the Department. Finally, I hope to broaden and deepen the engagement between the Army's leadership and Congress across the board.

### **Torture and Enhanced Interrogation Techniques**

#### **14. Do you support the standards for detainee treatment specified in the revised Army Field Manual on Interrogations, FM 2-22.3, issued in September 2006, and in DOD Directive 2310.01E, the Department of Defense Detainee Program, dated August 19, 2014, and required by section 1045 of the National Defense Authorization Act for Fiscal Year 2016 (Public Law 114-92)?**

Yes, I fully support the detainee treatment standards specified in the Army Field Manual on Interrogations, the DOD Directive, and the FY16 NDAA. These standards ensure adherence to our domestic and international obligations with regard to the humane and proper treatment of detainees.

### **Headquarters Streamlining**

**The National Defense Authorization Acts for Fiscal Years 2016 and 2017 direct reforms to consolidate the headquarters functions of the Department of Defense and the military departments.**

**15. If confirmed, what would be your role in streamlining functions in the Department of the Army headquarters?**

If confirmed, I will be responsible for ensuring the Department of the Army accomplishes its Title 10 responsibilities as effectively and efficiently as possible. Streamlining the Department's functions, an ongoing task, could free up time, money, and manpower to reinvest or utilize in higher priority areas such as readiness, modernization, and Soldier welfare.

I will work with senior Army leaders to effect a number of initiatives designed to further streamline the headquarters, and the broader Department. These include an ongoing Army effort to reduce all two-star and above headquarters by 25% over the 2015-2019 timeframe; delayering headquarters and increasing supervisors' span of control; bringing best business practices to the Department's operations, especially the Acquisition system; and getting rid of bureaucratic processes and policies that drive inefficiency. Finally, I will push to identify additional opportunities to streamline the Army's headquarters and commands while maintaining overall effectiveness.

**16. What areas and functions, specifically and if any, do you consider to be the priorities for possible consolidation or reductions within the Department of the Army?**

If confirmed, I intend to look closely and continuously for any opportunity to reduce or consolidate Army functions and organizations that do not improve the readiness or lethality of the force. My focus will be on headquarters, non-warfighting activities, and functions that are redundant and/or not making a material contribution to readiness.

**17. To the extent that the Department of the Army has functions that overlap with the Department of Defense, Joint Staff, or other military departments, what would be your approach to consolidating and reducing redundancy?**

If confirmed, I will work with DOD and Joint Staff leaders, the other Services' leadership, the Army Secretariat and Staff, and others to identify redundancies among

headquarters and staffs, and then work with these same leaders to consolidate, reduce or eliminate these overlaps in a manner that does not impact either DOD's or the Department of the Army's Title 10 responsibilities, or the ability of the military to fight and win the Nation's wars.

## **End Strength**

**In this year's budget request, the Department of Defense proposes sustaining the increased active-duty Army end strength of 476,000. Meanwhile, included among the Army Chief of Staff's unfunded requirements are an additional 10,000 active-duty soldiers and 7,000 reserve component soldiers.**

**18. In your view, can the Army meet national defense objectives at its current end strength levels proposed under the current budget? If not, what should be the Army's end strength and why?**

I believe that current national defense objectives necessitate a higher Total Army end strength. General Milley has expressed his concerns to Congress about the Army's ability to accomplish its assigned tasks at its current size. I share these concerns.

The Total Army's end strength should be based on the National Defense Strategy and the National Military Strategy. The Secretary of Defense is currently conducting a strategic review. I believe the results of this review will inform the Army of its updated Defense Planning Guidance tasks, the capabilities required to accomplish these tasks, and the size and organization of the force necessary to ensure success across the full spectrum of conflict.

**19. The National Defense Authorization Act for Fiscal Year 2017 authorized an active-duty Army end strength of 476,000 soldiers. Will the Army reach that authorization by the end of fiscal year 2017? How will these additional soldiers be employed? Will this additional force structure be ready to fight, or will it be hollow?**

It is my understanding the Army believes it met its active-duty end strength goal of 476,000 in FY 2017. The Army intends to employ these Soldiers in a variety of ways, but with a clear focus on near-term readiness. This end strength increase will allow the Army to improve the manning of select combat units that are high on the deployment list; grow the capabilities of the BCTs by, for example, increasing the number of air defense and long-range artillery assets; and, build Security Force Assistance Brigades. If confirmed, I will continue to focus the Army on increasing the readiness of Total Army units to deploy, fight, and win across the entire spectrum of conflict.

**20. Will increased end strength be used to solve current readiness problems or build force structure for future requirements?**

My understanding is that Army end strength increases will do both. The increase in end strength will first fill personnel manning levels in deploying units. This end strength increase will also be used to build Security Force Assistance Brigades, and add capacity in long-range field artillery, short-range air defense, and cyber capabilities, for example. These investments will increase readiness, address known capability gaps that the Army may have when facing a near-peer adversary, and satisfy combatant commanders' operational demands.

**21. Would the Army be able to adequately meet recruitment standards and train and equip the additional 10,000 active-duty and 7,000 reserve component soldiers requested in the Army Unfunded Requirements?**

I understand the Army believes it was very close to meeting the Total Army accession and retention requirements to achieve the increased force levels in FY17, falling a little short in its reserve accession goals. To ensure a successful increase at the requested level next year, I understand the Army needed full funding early in the fiscal year in order to meet the training, manning, and equipping needs for this increased accession mission and to sustain a highly capable and ready force.

**22. Recently, the Army reported 12% of soldiers assigned to combat and combat support units cannot deploy with their units. What are the contributing factors leading to this situation? What does this mean to unit readiness and the Army's ability to both support combatant commanders and achieve Army readiness objectives?**

As a former Infantry commander myself, I fully appreciate the challenges of meeting both training and combatant commander requirements with a unit that is not 100% deployable. Although I am unaware of all of the contributing factors, I understand that the leading cause of non-deployable Soldiers in the Army stems from medical conditions, primarily musculoskeletal injuries.

This is a major readiness issue. Every Soldier must be deployable, and leaders must play an active role in ensuring this is the case. If confirmed, I will work closely with the Army's senior leaders to understand all of the contributing factors, to reduce their prevalence and impact, and to close the readiness gap when it comes to Soldier deployability. The ability of individual Soldiers to deploy, and of combat units to train and fight at full strength, has a direct impact on mission success.

**23. What are your plans to improve personnel readiness?**

If confirmed, I first want to better understand how the Army defines and measures individual readiness, and what factors would cause a Soldier to be non-deployable. Next, I would work with Commanders, personnel experts, medical professionals, and other key

leaders on how best to reduce the current non-deployable rate as quickly as possible, and how to prevent its resurgence going forward. Individual readiness, to include the ability to deploy, is absolutely critical to unit readiness, and thus success on the battlefield.

**24. What is your understanding of needed authorities to improve personnel readiness requiring legislation beyond what Congress has provided the past few years?**

I am unaware at this time of any additional legislative authorities that are needed to improve personnel readiness.

**25. In your view, should the number of general and senior field grade officers in the Army be reduced? Does the ratio of leaders-to-led strike a proper balance?**

I believe the number of general and senior field grade officers should be based on the leadership and management requirements of an Army that is operating globally in a number of domains, functions, and environments. As such, I do not believe that a leader-to-led ratio is the best way to determine how many senior officers the Total Army needs. If confirmed, I will work to right-size the operational and institutional Army, and the various functions required of the Department, as a first step to ensuring the total number of general and senior field grade officers is appropriate to mission requirements.

**26. What are your views on the appropriate size and mix of the active-duty Army, and the reserve components?**

I believe the size, capabilities, and mix of the active duty and reserve components should be based on the requirements driven by the National Defense Strategy, the National Military Strategy, and the Defense Planning Guidance (DPG). While I believe the Total Army needs to grow, it needs to be done in a manner that ensures quality individuals are recruited and retained, that unit readiness is enhanced, and that an appropriate balance is maintained between all Army components.

Having served in the Active, Guard, and Reserve components of the Army, I understand the role each plays in meeting the Total Army's DPG tasks. If confirmed, I will work with the Secretary of Defense and the Army's leaders to assess the optimal size, capabilities, and mix of active duty and reserve units required to support the defense strategy.

**Army Recruiting and Retention**

**The retention of quality soldiers, officer and enlisted, active-duty and reserve, is vital to the Department of the Army.**

**27. How would you evaluate the ability of the Army over the past several years in a budget-constrained environment to successfully recruit and retain high-caliber personnel?**

It is my understanding the Army has been successful in recruiting and retaining high caliber individuals over the last few years. The Army has done this by offering recruits an attractive career path and the opportunity to serve the Nation, and it has retained quality soldiers in critical specialties through selective bonuses.

Recruiting and retaining high quality soldiers in the future will likely be more challenging as the Army endeavors to grow the force. This is because the Army is competing with the private sector, in a growing economy, for talent from a finite pool of qualified 17-24 year olds (only some of whom are also interested in military service). In order to meet the recruiting mission in this environment, while also maintaining the quality of the force, additional resources will likely be required to continue attracting and retaining high quality individuals.

If confirmed, I look forward to the challenge of growing the capacity and capabilities of the Total Army, and doing so in a way that continues to attract and retain the high quality individuals that make the U.S. Army the most effective fighting force in the world.

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

Maintaining the quality of Army recruits must be a priority; doing so is essential to the Army's readiness. It is my understanding that current medical and other qualifications standards for enlistment in the Army have not prevented the Service from achieving its accession mission since 2006.

I am currently unaware of the need to change any enlistment qualifications, and would not support lowering standards. If confirmed, I will work with senior Army leaders, the accession command, and the medical community to ensure that if adjustments are required to increase our potential pool of eligible personnel, it is done so without degrading the quality of recruits.

**29. What initiatives would you take, if confirmed, to further improve Army recruiting and retention, in both the active and reserve components?**

If confirmed, I will work with senior Army leaders on a variety of strategies to improve the recruitment and retention of quality individuals as the Service builds capacity. Based on the needs of the Total Army, I would look at initiatives that could offer a greater return on investment, such as variable enlistment terms, lateral entry from the private sector, and more robust sign-up bonuses for certain critical skills.

To increase the retention rates of high caliber soldiers and improve the quality of life for them and their families, I want to look at options that will provide Soldiers with greater choice in their follow-on assignment (to include home stationing for an extended period of time) and offer them refined retention inducements that might be more attractive to them and their families.

Finally, my private sector experiences have taught me the power of an effective marketing strategy. I believe the Army needs an updated marketing strategy that not only reaches a much broader cross section of eligible youth and their influencers, but also one that appeals more to their aspirations and sense of patriotism.

## **Readiness**

### **30. What is your assessment of the current readiness of the Army to meet national security requirements across the full spectrum of military operations?**

As I understand it, the Army is currently able to meet its global commitments at the lower end of the spectrum of conflict, but is increasingly challenged to respond with sufficiently trained and ready forces for conflict with a near-peer adversary at the higher end. While the Army is taking actions to improve its ability to deploy and fight across the full spectrum of conflict, this will take time, funding, and leadership.

### **31. How do you assess the readiness of units in the Army National Guard and Army Reserves?**

I understand that the readiness of all Army units – Regular Army, National Guard, and Army Reserve – is assessed using criteria that measure personnel, equipment on hand, training, and equipment readiness. These standards apply to all components based on requirements from the United States Code, the Office of the Secretary of Defense, and the Joint Staff. Having personally served in all three components of the Total Army, I appreciate the important role that each plays in the Army's plans. If confirmed, I will work to ensure that current readiness criteria are sufficient, that readiness is being properly measured, and that the readiness of all units in the Total Army is paramount.

### **32. What are the Army's readiness objectives? When will the Army achieve its objectives?**

The Army designs its force structure and readiness objectives to meet Combatant Commanders' force requirements for ongoing and planned contingency operations. The National Defense Strategy, National Military Strategy, and Defense Planning Guidance informs the Army's readiness objectives which, as I understand it, currently equates to having nearly two-thirds of Regular Army units and select Army National Guard and Army Reserve units ready for a high-end conflict with a near-peer adversary. Army leaders have stated that the Service will achieve this objective between FY21-23 with

sustained, sufficient, and predictable funding, and provided there is no significant increase in the demand for forces.

**33. What is the Army getting ready for?**

The Army must be ready to deploy, fight, and win across the full spectrum of conflict today. It is currently challenged to respond with sufficiently trained and ready forces for conflict with a near-peer adversary at the higher end. While the Army is taking actions to improve its ability to deploy, fight, and win across the full spectrum of conflict, this will take time, money and focused leadership attention at all levels of the Army.

**34. Does the Army have all the capacity and capabilities it needs to be ready to deter war? Does the Army have what it needs to decisively win a war against a peer adversary?**

I do not believe the Army has all the capacity or the capabilities it needs to win decisively against a near-peer adversary today without considerable risk. To win decisively, the Total Army needs to be larger, more ready, better trained, and more capable when it comes to the robustness of its combat formations and the effectiveness of its weapons systems. If confirmed, I intend to work closely with the Army's senior leaders and Congress to ensure we can meet this standard as quickly as possible.

**35. What capabilities does the Army need to ensure future readiness?**

To ensure future readiness, the Total Army must be sufficiently sized, trained, organized, and better equipped to fight and win on the modern battlefield. It must also be well led.

A key to future readiness is modernization – ensuring our Soldiers have the best weapons and equipment available to ensure clear overmatch against a near-peer adversary in a high-end fight. Doing so means significantly upgrading or replacing many of our current combat platforms to maximize mobility, protection and lethality. Future readiness also means that our combat formations are as robust as possible, with capability gaps closed and force multipliers enhanced. My initial assessment is that the Army needs more heavy forces and greater capabilities when it comes to, among a number of things, short range air and missile defenses; long-range fires; electronic warfare; offensive and defensive cyber operations; and, assured communications.

If confirmed, I intend to begin closing many of these capability gaps by giving them my personal attention; by placing a clear priority on them in the budget; by reforming the Acquisition system to ensure better systems are delivered on cost and schedule; by working more closely with industry and commercial partners; and by adopting or adapting systems currently used by our sister services or allies.

**36. Can the Army simultaneously maintain readiness and modernization?**

If adequately resourced with increased, sustained, and predictable funding, and with the

focused attention of leaders at all levels, I believe the Army can simultaneously improve readiness and modernize the force.

**37. How will you improve the readiness of the Army? How will you hold the Army's leaders accountable?**

If confirmed, I will work with the Department's senior leaders to improve readiness across the Total Army by ensuring units are fully manned, weapons and equipment are well maintained, munitions stocks are sufficient, and training – particularly for high end combat – is ample, rigorous and realistic.

Based on my 21 years of service in the Army, to include a combat tour during the Gulf War, I understand well the importance of readiness. Central to that is empowering and holding leaders accountable at all levels for the readiness of their Soldiers and units. As such, if confirmed, I intend to take a thorough look at how readiness is defined, measured, and assessed to ensure we are getting a full and accurate picture of every unit's readiness to deploy, fight and win, and the readiness of their leaders to drive success.

**Acquisition**

**The National Defense Authorization Acts for Fiscal Years 2016 and 2017 emplaced myriad changes to defense acquisition processes, including reinserting service chief influence and accountability into acquisition processes.**

**38. Do you support the acquisition reform provisions in the recent National Defense Authorization Acts?**

Yes, I support the acquisition reforms outlined in the recent National Defense Authorization Acts, and I applaud the Committee's efforts to improve the acquisition process. If confirmed, I will work diligently to implement these provisions and look forward to partnering with Congress on other improvements.

**39. What is your assessment of the Army's recent performance in acquiring needed capabilities? Has the Army's acquisition effort achieved results on time and on budget? What has it put into the hands of soldiers?**

The U.S. Army is the best ground combat force in the world, but has had a mixed record when it comes to delivering the weapons and equipment its Soldiers need to be successful. The Army has had several high profile acquisition failures over the last 2+ decades that have squandered billions of dollars and many years. But the Army has had its share of successes as well.

Personal Protective Equipment, such as better body armor, is one area where I am informed the Army has made substantial improvements in recent years. Another is aviation, where I understand the Army has worked hard to upgrade its AH-64E Apache,

CH-47F Chinook, and UH-60M Black Hawk helicopters to make them more capable. And finally, I understand the Army is improving the lethality of its Stryker Family of Vehicles against near-peer threats by arming them with a 30mm cannon or the Javelin anti-tank missile system.

If confirmed, I intend to make reform of the Acquisition process a top priority. Without reform of the current system, it will be extremely challenging for the Army to modernize the force. I believe the Army can do much better when it comes providing our Soldiers with the weapons and equipment they need to be successful, and I intend to lead that effort if confirmed.

**40. What additional acquisition-related reforms do you believe this Committee should consider?**

The FY2016 and FY2017 National Defense Authorization Acts included a significant number of reforms. I understand the Army is committed to these reforms.

At this point, I believe that many of the additional Acquisition reforms that need to be made are internal to the Army, and do not necessarily require policy changes or increased funding. A number of studies performed on this topic over the years have made this point, and have identified specific actions that promise to make the process more effective.

If confirmed, I intend to pursue many of these actions, but will remain on the lookout for other changes that would require action by the Congress.

**41. How can the Army better access and integrate non-developmental commercial or governmental technology to modernize the force with greater efficiency?**

There are a number of ways the Army can modernize the force with greater efficiency. One path is to work more closely with industry on technologies that are available now/quickly to upgrade existing systems. A second approach must include greater outreach to the commercial sector for items they may be able to provide either “off the shelf” or with minimal modification; critical to this is ensuring military specs are not unreasonably rigorous. A third approach is to look at what weapons and equipment our allies are successfully using, and either incorporating them in whole or adapting them to the Army’s specific needs. Each of these approaches is viable, and has been used successfully in the past; all should be considered when seeking to procure a new or improved capability.

A second step is to prototype and demonstrate these systems as quickly as possible, and create opportunities for Soldiers to use them in the lab, in realistic training exercises, and/or in real-world deployments. Leveraging Soldier feedback from these experiences provides great insight into the effectiveness of the systems, how they integrate with other systems, and Soldier satisfaction with them, among many things. All of this information and more is critical to assessing the viability of integrating the technology into the force.

If confirmed, I intend to pursue these approaches to modernize the force so that the Army is prepared to deploy, fight and win on future battlefields.

**42. If confirmed, how will you hold Army acquisition authorities accountable? What will be your measures of effectiveness?**

If confirmed, I intend to reform the Army's current Acquisition process, beginning with clarifying the lines of responsibility for each phase and function of the process – especially with regard to developing requirements – outlining the duties, expectations, and limitations of stakeholders at each of these key points, and integrating these functions on a continuous basis.

Next, I would aim to ensure the alignment of the duty assignments of PMs with the Milestones established for their programs to ensure there is a clean handover of the program at critical points, and so that clear measures of effectiveness – cost, schedule, and performance – can be assessed. I would aim to do the same with PEOs and their responsibility for the highest priority programs in their portfolio.

Additional measures of effectiveness should also be incorporated. Army leaders and acquisition authorities must be accountable for setting and adhering to system requirements that enhance capability, but are affordable and realistic; for working with industry and the commercial sector on ready-now/soon solutions; for testing systems against their established requirements; and for providing key deliverables at established timelines that are more aggressive because they place a premium on delivering weapons and equipment to the Soldier as quickly as possible, for example.

**43. What is your assessment of the size and capability of the Army acquisition workforce?**

I understand that the workforce is trained and capable, but may not be right-sized to the tasks at hand, or, sufficiently empowered to make smart decisions about equipping the force. I intend to work closely with the Army's senior leaders on addressing these questions and any other issues I may find, such as additional professional development opportunities, to ensure the Army's acquisition workforce is positioned to deliver what the force needs at cost and on schedule.

**44. If confirmed, what steps would you take to ensure that the Department of the Army has an acquisition workforce with the size and capability needed to improve acquisition?**

If confirmed, I intend to take a close look at the size, capabilities, and performance of the acquisition workforce, working closely with the Army Acquisition Executive to understand the needs and challenges of the workforce. I will also make sure the Army can compete with the private sector for talent to attract and retain the highest quality of professionals for the acquisition workforce. Additionally, I will ensure the Army

leverages all authorities granted by Congress to improve the acquisition workforce and how it procures weapons and equipment. Finally, if confirmed, I intend to get personally involved in many of the Army's top programs to not only ensure they are completed on cost and schedule, but to signal to the acquisition workforce and the Army the importance I place on them and the critical work that they do.

**45. If confirmed, how will you synchronize your acquisition responsibilities with the Army Chief of Staff (CSA)? Should the CSA have greater authorities, including decision authorities, for limited and full rate production?**

I support the Chief of Staff's new authorities to concur with cost, schedule and performance trades for Milestone A and B decisions for Major Defense Acquisition Programs. So if confirmed, I intend to work closely with the CSA to ensure there is a proper balance among resources and priorities, and that trade-offs among cost, schedule, technical feasibility, and performance on major defense acquisition programs are fully informed and subjected to rigorous analysis. I will also review and assess program objectives on a recurring basis – and especially before program milestone and production decisions – with the CSA and the Army Acquisition Executive.

If confirmed, I will work with the Chief of Staff, DOD and this Committee to assess current authorities and recommend any other legislative changes that might be required.

**46. If confirmed, do you anticipate any restrictions that may impact your ability to oversee the Army acquisition system?**

No. I do not anticipate any restrictions that will impact my ability to oversee the Army acquisition system if I am confirmed.

## **Audit**

**The Department of Defense remains unable to achieve a clean financial statement audit. The Department also remains on the Government Accountability Office's list of high risk agencies and management systems for financial management and weapon system acquisition. Although audit readiness has been a goal of the Department for decades, it has repeatedly failed to meet numerous congressionally directed audit-readiness deadlines.**

**47. What is your understanding and assessment of the Army's efforts to achieve a clean financial statement audit?**

It is my understanding the Army achieved its goal to be ready for a full financial statement audit by 30 September 2017. I believe the Army officials responsible for the audit fully understand the importance and value of conducting audits, and are committed to full disclosure and discovery as a key step in identifying problem areas and issues that warrant being addressed as quickly as possible.

If confirmed, I am committed to ensuring the Army works hard towards its goal of achieving a clean financial audit. My experience in the private sector has given me important insights into the value that detailed and comprehensive audits can provide in helping leaders achieve their goals, lead their organizations, manage budgets, identify problem areas, and improve the overall efficiency and effectiveness of their teams.

**48. In your opinion, is the Department of the Army on track to achieve these objectives, particularly with regard to data quality, internal controls, and business process re-engineering?**

It is my understanding that the Army is making progress towards improving its data quality, internal controls, and business process re-engineering because the Army has learned it must improve in these areas if it wants to achieve a clean audit opinion.

If confirmed, I intend to look more closely into the Army's audit preparations and implementation, and at the specific items above in particular, as I am fully committed to ensuring the Army works hard at achieving a clean financial audit as soon as possible.

**49. If not, what impediments may hinder the Army's ability to achieve this goal and how would you address them?**

It is my understanding that the largest impediment to audit compliance is a combination of the number of legacy systems feeding into new enterprise systems, and the lack of compliance these legacy systems have with current accounting standards. If confirmed, I will work to ensure the Army receives the resources necessary to address audit needs, that Army leaders have a good plan to address all identified impediments, and that they are held accountable for remedying them so that the Army can achieve a clean audit opinion.

**50. What steps will you take, if confirmed, to ensure that the Army moves to achieve these objectives without an unaffordable or unsustainable level of one-time fixes and manual work-arounds?**

If confirmed, I will ensure the Army's leaders and all persons involved in conducting an audit understand the importance I place in audits, and the value I see in conducting and completing them. In doing so, the standards must be based on transparency, accuracy, thoroughness, and sustainability. I am committed to providing the leadership, authorities, and resources required to create a sustainable audit environment and a culture of financial transparency and accountability. The Army's success in this endeavor will require continued diligence in our execution of business processes, strengthening of our internal controls, and a relentless focus on improving our IT systems and environment.

## Army Modernization

**In general, major Army modernization efforts have not been successful over the past decade or more. Since the mid-1990s, Army modernization strategies, plans, and investment priorities have evolved under a variety of names from Digitization, to Force XXI, to Army after Next, to Interim Force, to Objective Force, to Future Combat System and Modularity. Instability in funding, either as provided by the Department of Defense or Congress, has been cited by the Army and others as a principal cause of program instability. For the most part, however, the Army has benefited from broad Department of Defense and Congressional support for its modernization and readiness programs even when problems with the technical progress and quality of management of those programs have been apparent—the Future Combat System is a recent example.**

### **51. What is your assessment of the Army's modernization record?**

The U.S. Army is the best ground combat force in the world, but has had a mixed record when it comes to delivering the weapons and equipment its Soldiers need to be successful. The Army has had several high profile acquisition failures over the last 2+ decades that have squandered billions of dollars, but has been successful at incrementally modernizing existing systems to meet the needs of our Soldiers.

I believe the Army is moving in the right direction by fundamentally reforming the requirements process and involving senior Army leaders more in the prioritization of required capabilities. Additionally, the acquisition workforce needs to be sufficiently empowered, intelligent risk taking should be encouraged, and a closer partnership with the private sector must occur. More can be done in this last area in particular, and throughout the Acquisition process. If confirmed, I intend to get personally involved in improving the Acquisition process so that the Army has the weapons and equipment it needs to deploy, fight, and win against across the entire spectrum of conflict.

### **52. Does the Army have a clearly stated modernization strategy? If so, what is its vision? What are its key objectives? What are the requirements? What is the timeline?**

It is my understanding the Army provided Congress a final draft of a comprehensive modernization strategy entitled, '*Future Force Development Strategy*.' The vision guiding this strategy is for the Army to possess decisive overmatch to defeat enemy formations, control terrain, secure populations, and consolidate gains.

I further understand that in the near term, the Army plans to continue upgrading existing weapons, fleets and systems. In the longer term, the Army is planning to build a force capable of countering future challenges and maintaining overmatch against potential higher-end adversaries. This will require the Army to invest more in research and development, and align all of these efforts against known capability needs.

If confirmed, I intend to take a thorough look at this strategy and adjust it as/if necessary.

This strategy will need to fulfill a clearly defined vision of the future Army. I will work with the Chief of Staff, Congress, and a wide array of civilian and military leaders and experts to this end. I will then apply the leadership focus and all required resources to effect this strategy, which will likely involve publishing, explaining, and promoting this strategy broadly; investing more in R&D; expanding the Army's engagement with the private sector; greatly improving the entire Acquisition process; making hard choices on some current programs and the budget; and holding leaders accountable for the success of this strategy.

**53. If modernization is fundamental to future readiness, what must the Army be ready for? What key capabilities must the Army have? What will the Army need in future reconnaissance, weapons, communications, logistics, and other key capabilities? What will the Army need in future force structure and all-arms combat formations?**

I believe the Army must be ready to deploy, fight, and win along the entire spectrum of conflict. Most urgent is the need to prevail against a near-peer threat in a high-end fight. This will require growing the capacity and capabilities of the Total Army.

To be successful in the future, I understand the Army is developing proposals for the capabilities that will ensure overmatch in environments where communications, air superiority, and maneuver, for example, are not guaranteed. I further understand that the Army has already identified the top capabilities it needs to close near-term gaps and be successful in future fights. These range from longer range fires and improved air/missile defenses, to robust networks and much better vertical lift assets, for example.

At the same time, I understand the Army is working on a future force structure concept called the "multi-domain task force." This concept is envisioned as not only an "all-arms" approach to warfighting, but also an "all-domain" combat formation that will be essential to winning decisively in the future. The combat formations will also likely need to be more robust when it comes to traditional combat and combat support functions. To do all of this, the Army must have dependable funding and the appropriate level of sustained investment to turn these concepts into capabilities.

If confirmed, I intend to take a close look at all of these critical issues to ensure that the Army is meeting its important Title 10 responsibilities when it comes to future readiness.

**54. What is your understanding and assessment of the Army's modernization investment strategy?**

My understanding is that, due largely to budget constraints, the Army sacrificed modernization investments to pay for near term readiness. The Army has been working hard, nonetheless, to build, train, and sustain a ready force by incrementally modernizing existing systems.

It is important that the Army start investing more in modernization to ensure its future

ability to deploy, fight, and win against a near-peer threat in a high-end fight. To do this, I believe the acquisition system must be greatly improved, more engagement with the commercial sector and defense industry must take place, and more funding should be allocated to research and development efforts, among many things, to address critical capability gaps. If confirmed, I will work hard to ensure the Army has the right investment strategy, and hold leaders accountable to ensure the Service delivers world class equipment to its Soldiers in an effective and efficient manner.

**55. If confirmed, what actions, if any, would you propose to take to achieve a genuinely stable modernization strategy and program for the Army?**

If confirmed, I intend to work with senior Army leaders to set a clear vision for what the Army should look like in the future, and then work closely with senior Army leaders and Congress to develop a modernization strategy that will deliver on that vision.

This vision will be consistent with the results of the strategy review currently being conducted by the Secretary of Defense. It will inform the Army of the capacity and capabilities it will need to deploy, fight, and win in the future as part of a joint force across the entire spectrum of conflict.

As the future capabilities are set, programs need to be aligned against them. To achieve a stable modernization strategy, the requirements process for each of these programs must include all key stakeholders upfront and throughout the process, have clear lines of authority, must be quicker, and must be less bureaucratic. I understand the recently-announced Army “modernization command” aims to achieve these same ends. The requirements that are developed must be aggressive, constituting an improved capability, but reasonable and affordable as well. And once approved by the Army’s senior leadership, they must also be stable.

Next, acquisition officials must be empowered to manage these programs in a way that allows them to deliver programs on cost and schedule. They must engage with the defense industry and the commercial sector more, looking for technology solutions that can be taken either “off the shelf” or used with some modification. As part of this process, they must pursue more creative ways to rapidly test, demonstrate, and field these technologies to the Soldier.

Critical to all this is holding leaders accountable, from meeting more aggressive deadlines for action and empowering subordinates, to aligning the assignments of PEOs/PMs to program milestones, and from reshaping organizations and processes, to making the hard choices about the Army’s funding priorities. These and other best practices can help deliver a more stable modernization strategy and program for the Army, and I intend to work hard on these initiatives if I confirmed.

**56. In your view, does the Army's modernization investment strategy appropriately or adequately address current and future capabilities that meet requirements across the spectrum of conflict?**

My sense is that the Army has made insufficient investments in current and future capabilities given the limited resources available the last several years. However, I believe the Army made the right decision by prioritizing readiness – the ability to deploy, fight, and win today against a near peer adversary – and incrementally modernizing existing equipment so that it is more capable across the entire spectrum of conflict.

Future capabilities have been deferred as a result. As readiness improves, the Army must address critical capability shortfalls to ensure its ability to deter and defeat near-peer adversaries in a future high end conflict. If confirmed, I will work with the Army's senior leaders to develop a vision and implement a modernization strategy that will meet the Army's future needs.

**57. What is the Army Rapid Capabilities Office? What are its objectives, priorities, and authorities?**

It is my understanding that the Army Rapid Capabilities Office is designed to execute high-priority, threat-based projects where the materiel solution does not exist today. My understanding is that its primary objective is to expedite critical technologies to the field to meet Combatant Commanders' immediate needs. Its other objectives include identifying disruptive emerging technologies and integrating them for military use. The RCO's initial focus areas for rapid prototyping are electronic warfare, survivability, cyber, and positioning, navigation and timing. The RCO also performs as a change agent for innovation and process improvements that can be applied to other Army efforts.

I understand the Army Rapid Capabilities Office receives its priorities and authorities from a Board of Directors led by the Secretary of the Army, and includes the Chief of Staff of the Army and the Army Acquisition Executive. As such, it is uniquely authorized to combine multiple research and development efforts, programs of record, and emerging technologies from industry and government to meet warfighters' urgent needs in a quicker and more comprehensive manner.

**58. In your view, should the Army trade off requirements within the execution of a program in order to make that program affordable and timely?**

That depends on the program, what the requirements are, and how the tradeoff might impact cost, schedule or performance. I think it is important to maintain the authority to be able to trade off requirements within the execution of the program, which speaks to the importance of the Chief of Staff's involvement in the process. Ultimately, I believe the Army must provide Soldiers the best equipment available at an affordable cost and in time to meet their warfighting requirements, but sometimes you need to work to find the right balance between capability, affordability and speed of development.

If confirmed, I will assess the effectiveness of recent Army initiatives to improve decision making when it comes to setting requirements, making tradeoffs, and improving the overall efficiency and discipline of the Acquisition system.

**59. Does the Army need a fully resourced all-arms force to experiment with new weapons and technologies to help develop future fighting concepts? Could this experimental unit give direction to technology development? Like the Marine Corps experimental unit, should this all-arms force be ready to deploy as well?**

The concept definitely warrants a good look. I understand the Army had a dedicated unit at Fort Bliss that did similar work, but was forced at some point to put the unit in the deployment rotation due to worldwide demand from our Combatant Commanders

New capabilities should be developed in concert with the Soldiers and formations that will use them. This provides for immediate feedback and concept refinement. A force like that could study, test, and refine requirements in an operational setting to help leaders make decisions in building the Army of the future could be a game changer. If confirmed, I will explore this concept with senior Army leaders.

**60. Is there a choice between current readiness and future readiness? Can the Army simultaneously meet short-term readiness standards and modernize for future readiness? If so, what are the risks? How would you recommend managing these risks?**

The Army must find a way to meet short-term readiness needs while also modernizing for the future. This does not mean that both will be done at the same levels of effort or funding, but it does mean that risk in each may need to be balanced more carefully, and that hard choices will need to be made.

Based on operational demands and fiscal constraints, the Army chose in prior years to invest in current readiness and incrementally modernize its existing equipment while delaying future readiness and modernization. It is my understanding that the Army is now on a trajectory to improving current readiness by increasing unit manning, improving maintenance, and putting more emphasis on training for high-end conflicts.

I believe the Army can also modernize, but it must have a detailed modernization strategy and increased funding that is also more predictable. At the same time, the Army must become more efficient by getting rid of practices and policies that create bureaucracy; delayering, reshaping, and/or right-sizing organizations; engaging more closely with the commercial sector and the defense industry; and incorporating sound business practices. Doing all of this and more could free up time, money, and manpower to reinvest or utilize in other priorities, such as research and development, prototyping weapons systems, or adapting technologies that are currently available to close capability gaps. Failure to do this could mean the Army losing its qualitative overmatch in the long run.

**61. Unity of command ensures unity of effort in war and combat. If the Army is challenged by the lack of effective acquisition and modernization, would strong leadership empowered with command authority improve the situation? Does the Army need a modernization command?**

I think strong leadership empowered with command authority can improve most situations. The Army recently announced plans to establish a Task Force that would fundamentally reform Army modernization efforts by bringing key functions and all the various stakeholders under a single roof. Additionally, I understand the Army recently launched a pilot program to establish cross-functional teams, each led by a brigadier general with recent command experience, focused on six core capability areas critical to future readiness. I support the fundamental outline of this plan because it promotes accountability, brings stakeholders together up front, ensures unity of effort, and eliminates a good deal of bureaucracy. If developed and implemented well, I believe this “modernization command” with its cross-functional teams will constitute a major step forward in reforming the requirements and Acquisition process, and in thus providing Soldiers the weapons and equipment they need, when they need it. If confirmed, I look forward to working with the Chief and senior Army leaders to study, further develop, and implement this plan.

**Army Weapon System and Equipment Programs**

**62. What is your understanding and assessment of the following research, development, and acquisition programs? Are all programs delivering or sustaining capabilities that are suitable, reliable, and survivable? Are all programs within cost, timeline, and performance?**

I acknowledge that my current employer, Raytheon, has various levels of involvement with some of the Army weapon systems and equipment programs listed below. If confirmed, I will not personally and substantially participate in any particular matter that will have a direct and predictable effect on Raytheon or the company’s financial interests pursuant to 18 USC 208, SASC policy, and my Ethics Agreement.

**a. Ground Combat Vehicle (GCV)**

It is my understanding that the Army ended the GCV program at the conclusion of the Technology Development phase in June 2014. In my view, the Army needs to be able to better manage and balance its investments and continue its modernization across the complete combat vehicle portfolio. This means ensuring that the vehicles that are already in the warfighters’ hands are as capable as possible, and includes the Abrams, Bradley, and Stryker Engineering Change Proposal programs, as well as, development of the Armored Multipurpose Vehicle (AMPV) and other efforts to address emerging requirements for the Infantry Brigade Combat Team and Stryker Brigade Combat Team.

It is my understanding that the Army is conducting an analysis of the 2035 operational

environment of future threats to identify any gaps for inclusion in the design for a Next Generation Combat Vehicle. This analysis will inform the Combat Vehicle Modernization Strategy and will drive the organization of combat Brigade formations in the 2035 and beyond timeframe. The Army currently plans to make a decision in the 2022-2023 timeframe whether to proceed with a Next Gen Combat Vehicle or to continue with the Engineering Change Proposals for the Abrams and Bradley fleets.

If confirmed, I intend to take a close look at the Army's combat vehicle modernization strategy and timeline and make any necessary adjustments.

**b. Stryker combat vehicle, including the Stryker Lethality Upgrades**

It is my understanding that the Army has retrofitted Stryker vehicles with a more survivable Double V-Hull in response to an urgent operational need and an aggressive Improvised Explosive Device (IED) threat, and that this upgrade has saved lives in Afghanistan.

The Army is also in the process of integrating a 30mm cannon and is testing an Active Protection System for the 2nd Cavalry Regiment Stryker vehicles stationed in Germany. I understand these upgrades will increase the fleet's lethality and survivability. It is my understanding that the Stryker Combat Vehicle program is meeting its objectives.

**c. Joint Light Tactical Vehicle (JLTV)**

A Joint Army and Marine Corps program, the Joint Light Tactical Vehicle (JLTV) is currently undergoing product quality testing prior to its operational testing scheduled to begin next year. I understand the JLTV provides operational improvements in force protection, payload, mobility, fuel efficiency and reliability, along with the growth potential to meet future mission requirements.

It is my understanding that this vehicle fleet will provide more off-road mobility, better fuel efficiency, and more reliability than the Mine-Resistant Ambush Protected All-Terrain Vehicles (MRAPs). It also addresses the force protection, performance and payload limitations currently in High Mobility Multipurpose Wheeled Vehicles.

It is my understanding that the JLTV program is meeting its objectives.

**d. M1 Abrams tank modernization**

The Abrams Tank has been an essential part of the Army's force since it entered service in 1980. Its combat capability is necessary to close with and destroy enemy forces on the modern battlefield.

It is my understanding that there are several upgrades to the Abrams fleet that will enhance its capabilities into the future. The first of those modifications will include an improved armor suite and greater on-board electrical power, the latter of which will

accommodate modernizing the tactical communications network and employing an Active Protection System. A second modification, which will begin its development cycle this year, will upgrade the Abrams aiming and fire control systems to enable faster and more accurate engagements.

It is my understanding that the Abrams tank modernization program is meeting its objectives.

**e. M2 Bradley infantry fighting vehicle modernization**

It is my understanding that the M2 Bradley Fighting Vehicle has been an essential part of the Army's force structure since 1981, and that the Bradley fleet continues to be upgraded to enhance its capabilities. Key modifications include upgrading the suspension and improving the service life of the track to regain mobility lost due to adding armor and other survivability kits during Operation Iraqi Freedom. Another modification will increase the engine's ability to generate power and cool both the crew and electronics, while simultaneously modernizing the tactical communications network.

It is my understanding that the M2 Bradley infantry fighting vehicle modernization program is meeting its objectives.

**f. Mobile Protected Firepower (MPF)**

It is my understanding that, at present, Infantry Brigades do not have sufficient options for engaging defending enemy forces at long range with direct fire weapons. As such, one of the priorities for the Army is to provide Infantry Brigade Combat Teams with a mobile, protected, direct-fire combat vehicle to engage at long-range, on the move, against enemy vehicles, hardened fortifications, and dismounted personnel.

I have been informed the Army is refining some of the performance requirements and anticipates releasing a Request for Proposal in the near future to ensure it can deliver improved capability to the warfighter.

It is my understanding that the final Analysis of Alternatives report is nearing completion and the funding profile is being refined.

**g. Paladin Integrated Management self-propelled howitzer modernization**

It is my understanding that beginning in Fiscal Year 2018, the Paladin Integrated Management (PIM) program, also known as the M109A7 Family of Vehicles, is expected to begin replacing the current M109A6 Self-Propelled Howitzer and its accompanying ammunition supply vehicle.

I understand that in October 2016, the program suspended its Initial Operational Test and Evaluation due to a combination of breech malfunctions, improper crew procedures, and improper maintenance that generated noxious levels of toxic fumes. I have been

informed that these issues have all been addressed, and that the Program Office is now incorporating vehicle upgrades, updating training, and improving maintenance and operating procedures. I understand these improvements will be retrofitted to the existing fleet after demonstration in testing.

The Army will conduct a second operational test in early 2018 to determine the suitability, reliability, and survivability of the system. The program is funded to conduct the second operational test, and I understand that the Army is planning to equip its first unit later in 2018.

#### **h. Armored Multipurpose Vehicle (AMPV)**

The AMPV is a critical component of the Army's Combat Vehicle Modernization strategy for replacement of the M113 Family of Vehicles within the Armored Brigade Combat Team. The AMPV is designed to improve the mobility, lethality, and force protection across five mission variants: General Purpose, Mortar Carrier, Mission Command, Medical Evacuation, and Medical Treatment.

It is my understanding that the Army delivered its first prototype General Purpose Vehicle in December 2016. I further understand the AMPV program is meeting its objectives, and will begin developmental testing this year to assess the vehicle's suitability, reliability, and survivability.

#### **i. Ground Mobility Vehicle (GMV)**

I understand that to fill a significant mobility gap facing Infantry Brigade Combat Teams, the Army initiated the Ground Mobility Vehicle (GMV) program to provide enhanced tactical mobility that allows Soldiers to minimize the time, exposure, and energy required to close on a mission objective.

It is my understanding that the Army intends to pursue the GMV by initially focusing on filling the most urgent operational needs to five Airborne IBCTs, to include the Global Response Force of the 82d Airborne Division and Special Operations Forces. The Army will subsequently assess fielding this capability to the remaining IBCTs.

#### **j. Army Tactical Missile System (ATACMS)**

I understand that ATACMS provides the Army with all-weather, rapidly deployable, surface-to-surface, precision strike capability against point and area targets at extended ranges. The Army has used ATACMS for decades, and they are still being used effectively today. An ATACMS Service Life Extension Program effort is ongoing to qualify obsolescence updates and reset the missile shelf life.

I understand the ATACMS program is currently meeting its performance objectives.

#### **k. Stinger surface to air missile**

The Stinger is a man-portable, shoulder fired missile that provides the Army's short range air defense capability against manned and unmanned aircraft systems. The Stinger can also be fired by the Avenger weapon system.

I understand that a Stinger Service Life Extension Program effort is ongoing to qualify obsolescence updates and reset the missile shelf life. As part of this effort, the Stinger Proximity Fuze is an additional effort to improve lethality against UAS targets. By integrating a Proximity Fuze modification, the fuse will detonate the warhead as the missile passes within lethal distance of a target to ensure destruction. The Army plans to begin fielding the Stinger Proximity Fuze capability in 2018.

#### **l. MIM-104 Patriot surface to air missile**

I understand the PATRIOT modernization effort is intended to ensure the defeat of evolving aircraft, cruise missile, large caliber rockets, and ballistic missile threats. The currently fielded interceptor, the Missile Segment Enhancement (MSE), provides improved range and maneuverability to mitigate and defeat evolving and advanced threats.

I am aware the PATRIOT modernization efforts include developing the Lower Tier Air and Missile Defense Sensor (LTAMDS), which is intended to provide the required sensing capabilities within the lower tier portion of the ballistic missile defense battlespace. LTAMDS aims to provide increased capability over the existing radar through improved battlespace management and enhanced sensor performance to mitigate and defeat evolving threats.

#### **m. Terminal High Altitude Area Defense**

It is my understanding that Terminal High Altitude Area Defense (THAAD) is a globally-transportable, rapidly-deployable capability designed to intercept and destroy ballistic missiles inside or outside the atmosphere during their final, or terminal, phase of flight. The Missile Defense Agency continues to develop the THAAD weapon system in response to the United States Strategic Command Prioritized Capabilities List to maintain and improve performance against new and emerging threats. THAAD currently has six operational U.S. Army batteries and two United Arab Emirates batteries. It is my understanding that a seventh U.S. Army battery will complete New Equipment Training in the first half of 2018.

#### **n. AH-64E Apache modernization and Manned-Unmanned Reconnaissance (MUR)**

The Apache is the Army's only heavy attack helicopter and is a critical asset on the modern battlefield, providing close air support to our warfighters in Iraq and Afghanistan. The Apache dates back to the 1980s, and the latest version, the AH-64E, is the second remanufacture of that proven system.

I understand that Manned-Unmanned Teaming (MUM-T) is a force-multiplying capability for the Apache. During MUM-T, the AH-64E Apache receives video feeds and target coordinates from an Army Gray Eagle or Shadow unmanned aircraft. By providing the pilot increased situational awareness prior to engaging the threat, I understand the MUM-T greatly increases the Apache's combat lethality and survivability.

I understand the Army entered into a 5-year multi-year procurement contract this year for substantial savings on 284 Apaches, of which 251 will be remanufactured and 33 will be new builds.

I understand the AH-64E Apache modernization and Manned-Unmanned Reconnaissance programs are meeting their objectives.

**o. Warfighter Information Network-Tactical (WIN-T)**

The Army's Tactical Network is one of the first areas I intend to closely review if confirmed. I am aware the Army's intent is to halt the procurement of WIN-T Increment 2 at the end of FY18. While WIN-T components have provided important communications capabilities in Afghanistan and Iraq, I understand that not all elements are performing as needed to meet the operational requirements against a near peer adversary. However, I further understand the Army has identified purposed-capabilities of WIN-T Increment 2 to "fight tonight" as they work on an acquisition strategy to achieve the objective state tactical network. Any system the Army fields needs to be reliable, resilient, protected, and mobile.

I understand that the tactical network is only a portion of the Chief of Staff of the Army's review of all Army networking programs to confirm existing and future requirements and ensure the Army is able to field the best capability to our Soldiers. I understand that this review will include an assessment of cost, schedule, and performance of the program. If confirmed, I aim to work closely with the Chief of Staff and other senior Army leaders to review the status and future of this program.

**p. Distributed Common Ground System-Army**

I understand DCGS-A is intended to synergize intelligence operations by synchronizing, integrating, and disseminating intelligence information at multiple levels throughout the full range of military operations. I am aware, however, that there have been a range of complaints about DCGS-A's ease of use by Soldiers at the tactical level.

I understand the Army is working hard to ensure compliance with FY17 National Defense Authorization Act (NDAA). The FY17 NDAA seeks to improve Increment 1's usability to tactical echelons through a competitive commercial off-the-shelf procurement, using Firm Fixed Price contracts, and fielding the capability quickly. It is my understanding that the Army is currently assessing how to restructure the program in accordance with the FY17 NDAA.

Further, I understand that the Chief of Staff is currently reviewing all Army networking programs, including DCGS-A. I understand that this review will include an assessment of cost, timeline, and performance of the program. If confirmed, I aim to work closely with the Chief and other senior Army leaders to review the status and future of this program.

**q. Joint Tactical Radio System (JTRS)**

I understand that tactical radios for the Army are now comprised primarily of the Handheld, Manpack, & Small Form Fit (HMS), Airborne Maritime Fixed-Station (AMF), and SINCGARS radios. Tactical Radios are part of the overall network modernization effort for the Army's tactical network. The radios provide man-portable, vehicle-mounted, aerial communication and data transport services for the Tactical Network.

I understand the Army is committed to developing and fielding the Army Tactical Network as part of a modernized Army network that improves effectiveness, security, and efficiency, while providing the connectivity from home station to the deployed tactical unit.

I further understand the Chief of Staff is conducting a review of all Army Networking programs, and that this review will include an assessment of cost, schedule, and performance of the tactical network programs. If confirmed, I aim to work closely with the Chief and other senior Army leaders to review the status and future of this program.

**r. Joint Multi-Role rotorcraft program (JMR)**

I understand the objective of the Joint Multi-Role (JMR) Technology Demonstrator research is to inform the Army's Future Vertical Lift (FVL) program of transformational vertical lift capabilities. The aim of the FVL program is to develop the next generation of more capable vertical lift aircraft for all military services.

I also understand the JMR Demonstrator science and technology effort intends to reduce risk for the planned FVL Program of Record by showing that enabling technologies are achievable, and by informing capabilities and requirements. Having these results available to the Department of Defense as it makes decisions regarding the modernization of the current vertical lift fleet should be extremely valuable to all the Services.

**s. Small arms modernization (SAM)**

It is my understanding that the Army plans to modernize its small arms weapons to enhance their lethality, range, reliability, and weight reduction. The Army continuously assesses weapon system capabilities with the goal of overmatching any adversary, while ensuring solutions are effective, suitable, reliable, and survivable.

I am informed that ongoing modernization programs include the newly awarded XM17 Modular Handgun System, and upgrades to/replacements for the M4A1 Carbine, M2A1 Machine Gun, and the M240 Machine Gun.

I believe the Army's efforts to upgrade its combat service rifle and machine guns must be far more effective and efficient than the process by which it selected its new handgun. I also believe small arms modernization is an area very suitable for outreach to the commercial sector for an "off the shelf" or easily adaptable solution for a new weapon. The Army should also look at what its allies are using to see if their systems can be used/adapted for the Soldiers' needs. If confirmed, I intend to pay close attention to the Army's small arms modernization plans to ensure these programs are within cost, schedule, and performance objectives.

**t. Personal protective equipment modernization (PPE)**

My assessment is that the Army continues to provide exceptional Personal Protective Equipment (PPE). Protecting our Soldiers against a wide range of bullets, grenades, improvised explosive devices, and blunt impact is a top priority. I understand that the Army is constantly working to reduce weight and improve performance of PPE. The Army's next generation PPE system is the modular and mission-tailorable Soldier Protection System (SPS), and that the SPS offers better performance, reduced weight, better fit, and increased mobility for all Soldiers, male and female.

It is my understanding that the Army's PPE modernization through the SPS program is meeting its objectives.

**u. AN/TPQ-53 Counter Fire RADAR**

I understand the AN/TPQ-53 Counter Fire Radar detects, classifies, tracks, and locates the points of origin of projectiles fired from mortar, artillery, and rocket systems, and provides counter-battery target acquisition capabilities for all types of military operations. The system has both 90- and 360-degree capability and is the replacement for the Army's legacy fleet of AN/TPQ-36 and AN/TPQ-37 Firefinder Radars.

The AN/TPQ-53 has proven itself in combat operations in Iraq and Afghanistan. I am aware the Army is assessing the AN/TPQ-53's ability to identify and track unmanned aerial systems, with the goal of tracking rocket, artillery, mortar targets and unmanned aerial systems simultaneously.

I understand the AN/TPQ-53 Counter Fire Radar program is meeting its objectives.

**Army-Related Defense Industrial Base**

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

It is vitally important that the Nation have a diverse, vibrant, innovative, resilient, and

competitive defense industrial base. Our warfighters across the Defense Department rely on this base to provide the weapons, equipment, and systems they need to deploy, fight, and win across the full spectrum of conflict.

It is my understanding that the Department currently has appropriate systems and processes for identifying, evaluating, and managing risk in the Army's organic and commercial defense industrial base. However, these systems must continue to evolve to ensure we keep pace with the ever-changing global environment, technologies, and the private sector, among other things.

It is also my understanding that the Army continually identifies, evaluates, and manages risk in the organic (Army-owned) and commercial components of the Army Industrial Base. In the organic component, the Army assesses critical capabilities, minimum sustaining workloads, and other attributes of its facilities to ensure these facilities can meet requirements during mobilizations, national defense contingencies, and other emergencies. As part of managing organic risk, I understand the Army continues to work with the commercial sector to establish partnerships to reduce costs and preserve critical manufacturing and technological capabilities at Army facilities.

I also understand the Army works closely with the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics Manufacturing and Industrial Base Policy office and other federal agencies to identify fragile and critical suppliers; assess financial, operational, geopolitical, and socio-economic risks; and take actions to mitigate risk. Each year, the Army synchronizes its commercial assessments based on expertise from both within and external to the Army to ensure assessments support optimal operational readiness of all Army weapons systems.

If confirmed, I will work to strengthen the Army's processes to identify, assess, and mitigate risk in the defense industrial base while ensuring compliance with the law.

**64. What is the health of the supply chain needed for the Army's industrial base? What key supply chains are in jeopardy?**

It is my understanding that the Army's supply chain that supports the defense industrial base is generally healthy and responsive. From my personal experience in the private sector, however, I am aware of how the lack of sustained, predictable, year-over-year funding can put severe strain on the supply chain. If confirmed, I will work with senior Army and Department of Defense leaders on the health and vibrancy of the supply chain.

**65. Should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major end items such as tanks, tactical wheeled vehicles, or key repair parts?**

Yes. The industrial base is vital to the Nation's security. As such, I believe the Army should continue to carefully consider impacts on the industrial base when addressing all requirements for both recapitalization and modernization.

**66. If confirmed, what changes, if any, would you pursue in systems and processes to improve identification, monitoring, assessment, and timely actions to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed in order to develop, produce, and sustain technically superior, reliable, and affordable weapons systems?**

If confirmed, I will work with senior Army leaders to review the systems and processes the Service uses to identify, monitor, assess, and mitigate supply chain risk in the Army Industrial Base, and to identify more effective ways to ensure a capable and ready supply chain. It is my understanding that the Army already works with the relevant DOD offices, other military services, federal agencies, and industry partners to identify, evaluate, and mitigate supply chain risk in the Army Industrial Base. If confirmed, I will support the Army's efforts, in concert with its partners, to procure superior, reliable, and affordable weapons systems and equipment to meet the needs of our Soldiers.

### **Army Science and Technology**

**67. What is your understanding and assessment of the role that Army science and technology programs have played and will play in developing capabilities for current and future Army systems?**

I believe Army Science and Technology (S&T) programs are critical to maintain current Army readiness and modernize for the future. Technology, and those capabilities enabled by technology, are critical to our Soldiers. It is my view that the Army S&T Enterprise should be focused on enabling Soldiers to dominate the battlefield, across the full spectrum of conflict, today and in the future.

Army S&T is a critical future investment, developing new capabilities with game-changing potential, evaluating technology and system vulnerabilities, and addressing affordability, sustainability, reliability, and manufacturability issues throughout the system design process. The Army S&T Enterprise should continue to align with and enable the needs of the Soldier today and for the Army of the future. If confirmed, I will work closely with senior Army leaders to ensure this alignment through a disciplined process that is focused on improving Soldier capabilities.

**68. Given the budget, how will you ensure that Army science and technology programs will successfully transition to operational warfighting capabilities?**

I believe the key to ensuring that Army science and technology programs successfully transition to operational warfighting capabilities is stable and predictable funding, solid alignment with the modernization strategy, and accountable leadership. The Army must also improve its business practices; reduce unnecessary costs; eliminate bureaucratic policies and procedures; delayer, reshape, and/or right-size organizations; and take other actions that free up resources that can be invested in other priorities, such as Army science and technology.

If confirmed, I will review and work with the Army's senior leaders on the Service's modernization investment strategy. Such strategies include planning, programming, and budgeting for acquisition Programs of Record (PoRs) across the full spectrum of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy. I understand Army S&T researchers assess these PoRs throughout their life cycles, and inform the research and development community of opportunities for technology insertions into ongoing PoRs.

Further, I understand Transition Agreements are critical mechanisms utilized to transition knowledge and technology products effectively and efficiently, ensuring collaboration and synergy between the S&T Enterprise and Materiel Developers. If confirmed, I will work with the Army's senior leaders to ensure S&T programs are aligned to priority capability gaps and Soldier needs.

**69. If confirmed, what metrics would you use to judge the value and the investment level in Army science and technology programs?**

If confirmed, I will verify that the Army's science and technology efforts align to Soldier needs and priority capability gaps. I will ensure the development of metrics that measure the effectiveness of the Army's investments -- paying close attention to schedule, cost, suitability, adaptability, and performance -- and will further ensure those investments are driving a desired, measureable, and useable technological edge over potential adversaries.

**Army Laboratories and Research, Development, and Engineering Centers (RDEC)**

**70. What role should Army laboratories play in supporting current operations and in developing new capabilities to support Army missions?**

I believe that Army laboratories should work diligently and collaboratively to deliver technology-enabled solutions for current conflicts and develop technologies to prepare the Army for multiple futures by enhancing the Army's ability to prevent, shape, and win decisively on the battlefield. If confirmed, I will look closely at the role the laboratories play in this regard, and look for opportunities to further enhance their alignment, deliverables, and cost effectiveness.

**71. If confirmed, how will you ensure that the Army laboratories and research and development centers have a high quality workforce, laboratory infrastructure, resources, and management, so that they can continue to support deployed forces and develop next generation capabilities?**

It is my view that innovation is critical to the Army's future, so it must be adequately resourced and focused. If confirmed, I will work to better understand the specific issues and challenges facing the Army labs and the entire Science and Technology workforce. I want to ensure they have the necessary tools, personnel, and facilities available to provide

world-class support to the Soldier. This would include, for example, reviewing civilian personnel policies to address professional development and advancement opportunities.

**72. Do you support the full utilization of authorities established by Congress under the Laboratory Personnel Demonstration program that is currently being run in many Army RDECs?**

If confirmed, I will support the full utilization of authorities established by Congress under the Laboratory Personnel Demonstration Program. I understand these authorities enable the Army to compete with the private sector to attract, recruit, train, and retain a top tier STEM workforce.

**73. Do you believe that all RDECs in the Army's Research, Development, and Engineering Command (RDECOM) need enhanced personnel authorities in order to attract and retain the finest technical workforce? Would you support expansion of the Laboratory Personnel Demonstration authorities to all of RDECOM's laboratories and engineering centers?**

It is my understanding that all Army laboratories and RDECs are already designated as Science and Technology Reinvention Labs (STRs), providing them with all the authorities included as part of the Laboratory Personnel Demonstration project. I further understand that the Army STRs include the RDECOM laboratories and engineering centers, the Corps of Engineers laboratories, the Medical Command laboratories, the Army Research Institute, and the Space and Missile Defense Technical Center. It is my understanding that the Laboratory Personnel Demonstration authorities provide laboratory directors important tools to shape their workforce and remain competitive with the private sector. If confirmed I will work with the S&T Enterprise and Congress to ensure these authorities are properly utilized and to seek new authorities where necessary to further enable the Army's ability to attract and retain a top tier workforce.

**74. Do you believe that the Army's laboratories and engineering centers should have a separate, dynamic personnel system, uniquely tailored to support laboratory directors' requirements to attract and retain the highest quality scientific and engineering talent?**

If confirmed, I will take a close look at this issue to better understand the current system, and the potential impacts of moving to a different system. I understand the Army labs and RDECs have the necessary authorities, under the Laboratory Personnel Demonstration project, to grant laboratory directors the ability to attract, recruit, and retain the highest quality scientific and engineering personnel by providing hiring flexibilities, rapid on-boarding, and flexible compensation options. If confirmed, I will continue to work with the S&T Enterprise to ensure we are able to attract and retain the highest quality workforce.

**75. How will you assess the quality of Army laboratory infrastructure and the adequacy of investments being made in new military construction and sustainment of that infrastructure?**

My understanding is that Army laboratory facilities have an average age of more than 50 years. Given my experiences in the private sector, I appreciate that to continue developing cutting-edge technology that supports the Soldier – and continue to recruit and retain the most talented personnel – the Army needs to have modern buildings, equipment, and other resources. If confirmed, I will study the challenges facing our Science and Technology infrastructure and look at various options to ensure the Army makes the investments necessary to modernize its laboratory infrastructure in support of Army research and development.

**76. Are you concerned about the current or future supply of experts in defense critical disciplines, particularly personnel with appropriate security clearances, to hold positions in defense laboratories?**

I am concerned generally about the number of students pursuing Science, Technology, Engineering and Math (STEM) degrees nationally, and the competition that occurs within and between the private and public sectors for that limited pool of talent once they graduate. This is a very competitive and dynamic personnel issue that Army leaders need to pay close attention to if the Service is going to attract top tier talent. Making this issue even more difficult is the challenge of getting security clearances for these personnel in a timely manner. These are challenges I have seen in my private sector experience that directly impact the defense industry.

If confirmed, I will work to ensure that the Army can compete with the private sector to attract and retain the highest quality personnel for a variety of STEM fields, including critical areas such as materials science, biotechnology, and cyber. Further, I will be committed to working with Congress to ensure the Army has all necessary authorities to access a high quality and cleared workforce.

**Army Test and Evaluation (T&E) Efforts**

**77. If confirmed, how will you ensure that the Army's T&E infrastructure is robust enough to ensure that new systems and technologies are tested to verify their combat effectiveness and suitability?**

If confirmed, I will ensure funding for the Army's T&E infrastructure is adequate to support Army and other Service acquisition program testing requirements -- both today and in the future. This will require both sustainment funding for the capabilities we currently have and investment in new capabilities in order to be prepared to test new weapon systems as they are developed. I believe that Soldiers deserve the best weapon systems available, and that T&E is the method the Army uses to determine if a weapon system is effective, suitable, and survivable. If confirmed, I will ensure T&E is

adequately funded and capable to accomplish this critical mission.

**78. What metrics will you use to assess the quality of the Army's T&E infrastructure?**

If confirmed, I will ask the Army's T&E leaders to show me the quantitative and qualitative metrics they use to measure the state of the T&E infrastructure, which includes both test installations and test equipment. I would expect to see that the Army's T&E managers are listening to their customers and to their employees in areas such as customer satisfaction, adequacy of tests, appropriateness of tests, causes of test delays, and cost of testing, for example. I will also review how test managers address known capability gaps in advance of program testing needs, and what role they play in the requirement setting process. If confirmed, I will also assess how the Army is investing in test capability modernization to keep pace with the requirements of new weapon systems, and the overall role that T&E plays in the Army acquisition system.

**79. If confirmed, how would you ensure that weapon systems and other technologies that are fielded by the Army are adequately operationally tested?**

If confirmed, I will work with senior Army leaders and the Army's operational test communities to ensure all Army weapons, systems, platforms, and other technologies are operationally tested in ways that replicate realistic combat conditions against current and future threats; operational testing also requires that systems be tested using commodity specific Soldiers. Additionally, these technologies must be assessed against the performance parameters they were designed to meet. Doing so means that the testing community participates in the Acquisition process up front and throughout, and that the Army addresses all operational test concerns early in the test planning process. If confirmed, I will work to ensure that the Army invests in the operational testing mission, and is ready to conduct effective operational tests along these lines.

**Army Information Technology Programs**

**80. What major improvements would you like to see made in the Army's development and deployment of major information technology systems?**

I believe the Army must improve its ability to modernize its IT systems, with the private sector serving as its benchmark with regard to speed, features, and quality, so that it is able to deploy, fight, and win along the full spectrum of conflict in a contested environment. The Army must be better postured to first anticipate, then rapidly leverage, industry-driven technological advances. For the Army to be successful, it requires a joint end-to-end network that is expeditionary, mobile, user-friendly, protected, and interoperable with Joint Forces down to the tactical level. If confirmed, I will work with DOD, the private sector, and senior Army leaders to study and address this issue.

**81. How will you encourage process and cultural change in organizations so that they maximize the benefits that new enterprise information technology systems can offer in terms of cost savings and efficiency?**

I believe that in order for the Army to remain ahead of its current and future adversaries, process and culture change must occur. Based on my experience in the private sector, I believe the Army must partner with industry and agile adopters like the special operations community to leverage proven and available solutions that avoid long delays and excessive cost. If confirmed, I will look to the private sector for innovative ways to improve existing IT Architecture, and work with senior Army leaders to utilize flexible contracting strategies to rapidly obtain, test and upgrade new capabilities.

**82. What is the relationship between Army efforts at implementing enterprise information technology programs and supporting computing services and infrastructure to support Army missions and efforts being undertaken by the Defense Information Systems Agency?**

It is my understanding that the Defense Information Systems Agency (DISA) plays an integral role in the Army's network, and assists the Army in driving and implementing many of the Defense Department's Cyber and Information Technology initiatives to improve operational effectiveness, security, and efficiency. This includes those initiatives that cut across other component services. As a result, the Army and DISA have a strong partnership. If confirmed, I will work with senior Army leaders to provide the most effective, secure and efficient enterprise network available for our Warfighters, and to continue the strong partnership with DISA.

**83. Given the nature of information technology change and development, are traditional acquisition procedures effective?**

No, I do not believe so. The traditional acquisition process has its place and value in the development of complex systems in direct support of the warfighter. However, it is probably not the best acquisition model for the technology sector given the rapid rate of change in private sector IT systems. As such, I understand the Army is working to improve policies and procedures to provide greater flexibility in meeting urgent IT needs. Additionally, the Army recognizes the greater flexibility that recent National Defense Authorization Acts have provided through the use of Other Transaction Authorities, for example, as another tool to help it keep pace with the rate of technological change. If confirmed, I will work with senior Army leaders to leverage these tools and pursue even greater flexibility when it comes to acquiring IT systems.

**Investment in Infrastructure**

**Witnesses appearing before this Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in**

**Defense Department installations have led to substantial backlogs of facility maintenance activities, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity. These challenges have been exacerbated by current budget pressures.**

**84. What is your assessment of Army infrastructure investment?**

I believe the Army has under invested in infrastructure over the past 15 years. The Army has taken risk in infrastructure investment in order to balance resources between force structure, readiness, and modernization. Currently, the Army's infrastructure investment is not able to keep pace with normal facility degradation. As the Army restructures and fields new equipment to meet new demands, it must also invest in the infrastructure needed to preserve it.

**85. If confirmed, what actions, if any, would you propose to increase resources to reduce the backlog and improve Army facilities?**

If confirmed, I would review and assess the facility backlog with the Army's senior leaders and determine its impact on readiness and Soldiers. I would direct Army leaders to develop a focused program to address infrastructure deficiencies for the most mission critical facilities; prioritize those that most directly impact readiness; and allocate available funds accordingly.

**Base Closure and Realignment**

**The Department of Defense has repeatedly requested a Base Realignment and Closure (BRAC) round.**

**86. Do you believe another BRAC round is necessary? If so, why?**

Yes. I support efforts to reduce and realign excess Army infrastructure. This is important to the Service's fiscal health in the long run. The savings seen in the out years could be reinvested in other priorities, such as modernization. Any efforts to reduce infrastructure, however, should be informed by the National Defense Strategy, National Military Strategy, likely future budgets, as well as the ongoing challenges facing the Army when it comes to readiness and modernization.

**87. If confirmed and if Congress were to authorize another BRAC round, how would you go about setting priorities for infrastructure reduction and consolidation within the Department of the Army?**

I understand that if Congress were to authorize another BRAC round, the authorization would also likely establish the process and criteria for the Department to follow. If confirmed, I would work with Army and DOD leaders, subject matter experts, and others as appropriate to ensure the Army's BRAC priorities are consistent with the National

Defense Strategy and National Military Strategy, comply with the law enacted by Congress, and enhance the Army's ability to execute its Title 10 responsibilities.

**88. If confirmed and if Congress were to authorize another BRAC round, what is your understanding of the responsibilities of the Army in working with local communities with respect to property disposal?**

If confirmed, I would ensure that the Army works closely with local communities impacted by BRAC decisions. The Army would need to work especially close with potential property transferees who have the resources and knowledge to swiftly put surplus BRAC property back into productive use.

**It has been noted repeatedly that the 2005 BRAC round resulted in major and unanticipated implementation costs and saved far less money than originally estimated.**

**89. What is your understanding of why such cost growth and lower realized savings have occurred?**

It is my understanding that during the last BRAC round, a couple key factors that contributed to cost growth and lower realized savings were that the Army was undergoing a transformation to Brigade Combat Teams, and the Army was re-stationing overseas forces back to the U.S. These actions drove the need to construct new facilities, which in turn presented new costs. Further, I understand that savings from closing sites overseas were not counted as BRAC 2005 savings, even though they were quite substantial.

**90. How do you believe such issues could be addressed in a future BRAC round?**

BRAC rounds should support the National Defense Strategy, National Military Strategy, the Army's strategic/force posture, and the Service's ability to fulfill its Title 10 requirements. Any future BRAC round should be all-encompassing with regard to costs and savings, and produce a solid return on investment. Ideas such as placing a time limit for assessing and realizing any net savings should be considered. If confirmed, I look forward to working with this committee on how the Army can accomplish its mission and realize cost savings by reducing excess infrastructure.

### **Religious Guidelines**

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

Based on my current understanding, I believe Army policies support the religious rights

of Soldiers, including their right to abstain from religious practice. This was my experience as well during my 21 years in uniform. The Army's policy for religious accommodation incorporates the tenets of the Religious Freedom Restoration Act in order to apply the appropriate legal standard in granting religious accommodations. The Army is a standards-based organization and any person who meets these standards is eligible to serve regardless of their religious beliefs or lack thereof.

**92. Under current law and policy, are individual expressions of belief accommodated so long as they do not impact good order and discipline?**

Yes. I understand that individual expressions are being appropriately accommodated. The Army has taken several steps in the last year to streamline and routinize the process for Soldiers to request religious accommodation, and for commanders with the appropriate authority to grant those accommodations. Commanders are obligated to consider every religious accommodation request individually and holistically. This consideration includes impacts on health and safety, unit cohesion, individual and unit readiness, and good order and discipline.

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

I understand the Army does not tell chaplains or Soldiers how, when, or whether to pray. The Chaplain Corps ensures the free exercise of religion by developing leaders and educating chaplains to perform or provide religious support to Soldiers in a diverse and pluralistic environment. I further understand that Army chaplains are trained to conduct all religious support, to include prayers, with integrity and sensitivity – each chaplain being faithful to his or her own religious tradition – and, within that tradition, being as broad and inclusive as possible based on the audience. The Army believes this is an effective approach, where freedom and respect go hand in hand. Soldiers are free to exercise their individual religious faith (or not) and to bow in prayer (or not), with each respecting the others' freedom of religion and public expression. This was my experience during my time in uniform.

**94. What is your assessment of measures taken at the U.S. Military Academy to ensure religious tolerance and respect?**

It is my understanding that the Army's leadership at West Point is fully committed to protecting the constitutional rights of everyone at the Academy to freely practice their religious beliefs, and in promoting a climate of tolerance and respect for every persons' exercise of their religious beliefs.

## Delivery of Legal Services

### **95. What is your understanding of the respective roles of the General Counsel and Judge Advocate General of the Army in providing the Secretary of the Army with legal advice?**

It is my understanding that the General Counsel is the legal counsel to the Secretary of the Army and the chief legal officer of the Department of the Army. As such, the General Counsel is responsible for coordinating legal and policy advice to all members of Department. In addition, the General Counsel is responsible for determining the Department's position on any legal question or procedure.

Further, it is my understanding that The Judge Advocate General of the Army is the principal legal adviser to the Chief of Staff of the Army and the Army Staff and directs the members of The Judge Advocate General's Corps in the performance of their duties. It is also my understanding that The Judge Advocate General provides independent legal advice to the Secretary of the Army and members of the Army Secretariat in coordination with the General Counsel, and that The Judge Advocate General has primary responsibility for providing legal advice and services regarding the Uniform Code of Military Justice and the administration of military discipline.

### **96. What are your views on the responsibility of The Judge Advocate General of the Army to provide independent legal advice to the Chief of Staff of the Army?**

In my view, The Judge Advocate General's expertise and counsel should be available to both the Secretary of the Army and the Chief of Staff of the Army. Further, no officer or employee of the Department of Defense should ever interfere with the ability of The Judge Advocate General to give independent legal advice to the Chief of Staff of the Army. If confirmed, I will fully support The Judge Advocate General providing independent legal advice to senior Army leaders. I know from my own military service that uniformed attorneys bring a unique perspective to the practice of law, and that they can be counted upon to provide the type of candid, insightful advice to senior leaders that is absolutely essential in today's complex strategic environment.

### **97. What are your views on the responsibility of staff judge advocates within the Army to provide independent legal advice to military commanders throughout the Army establishment?**

It is critical that staff judge advocates in the Army be able to provide independent legal advice to military commanders throughout the Service. As such, I fully support the statute that prohibits any officer or Department of Defense employee from interfering with the ability of judge advocates to give candid legal advice to commanders. This advice is critical to commanders and Army leaders who need to maintain accountability and ensure the good order and discipline of the force, all of which is vital to the Army accomplishing its mission.

## **Sexual Assault Prevention and Response**

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

Sexual harassment and assault are detractors to readiness and erode the trust, unity, and esprit required for the Army and its Soldiers to succeed. There can be no tolerance for this behavior; one incident is too many. As such, I believe senior Army leaders take this issue seriously and that the Service is working hard to prevent sexual harassment and assault.

However, more can and must be done. If confirmed, I will continue to resource efforts like the Special Victim Counsel program and the Sexual Harassment/Assault Response and Prevention (SHARP) Resource Centers that provide consolidated or collocated services. I support the Army placing additional focus on prevention and assisting Commanders in creating healthy climates based on the dignity and respect of each member of the Army Team. I believe it is my duty, like that of all leaders, to exemplify the Army Ethic and set the right tone across the Total Army.

If confirmed, I will continue to make sexual harassment and assault prevention, and investigation and response, a top priority for Soldiers and leaders at all levels.

### **99. What is your view of the adequacy of the training and resources the Army has in place to prevent sexual assaults and to investigate and respond to allegations of sexual assault?**

I understand the Army has placed a priority on ensuring that sufficient training and resources are available to leaders and units to prevent sexual assault and harassment, and to investigate and respond to allegations of sexual assault and harassment. The Army enhanced its training program by including facilitated group discussions and incorporating sophisticated, interactive, avatar-based gaming technology.

I also understand the Army has a well-regarded sexual assault investigators course that has been used to train other Services' personnel, resulting in exceptional investigative capabilities within the Army and throughout the Department of Defense. The Army's Special Victim Prosecutors focus on sexual assault and family violence crimes. As I understand it, this allows the Army prosecution team to provide the best possible guidance to investigators and commanders.

If confirmed, I will ensure the Army's efforts to prevent sexual harassment and assault, and investigate and respond, are performing as required, and that these programs are sufficiently resourced and receiving ample support from the chain of command.

### **100. What is your assessment of the Army's Special Victim Counsel Program?**

It is my understanding that the Special Victim Counsel (SVC) Program provides a

capability that the Army views as unique and very successful. SVCs provide legal representation to victims of sexual assault at forty-three Army installations and forward deployed locations worldwide. If confirmed, I look forward to learning more about this program, ensuring it is performing as required, and providing it the necessary resources and leadership focus.

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

I understand the Army has a response system in place for Soldiers, Department of the Army Civilians, and Family Members who are victims of sexual assault that includes Sexual Harassment/Assault Response and Prevention (SHARP) Resource Centers. These Centers provide consolidated or collocated medical, legal and outreach services. Further, I understand that through the Army's professional corps of Sexual Assault Response Coordinators and Victim Advocates, victims are advised of the availability of medical, psychological and legal assistance, including the assignment of a Special Victim Counsel. If confirmed, I look forward to learning more about these efforts, ensuring they are performing as required, and providing them the resources and command attention they demand.

**102. What is your assessment of the potential impact, if any, of proposals to remove the disposition authority from military commanders over violations of the Uniform Code of Military Justice, including sexual assaults?**

Based on my time in the Army, and as a Commander, I am convinced that the Commander's role in the Uniform Code of Military Justice is critical to the success of the military justice system, and to Army units accomplishing their mission. In my view, the authority to discipline and to hold Soldiers accountable is an essential and fundamental responsibility of Commanders, particularly given the unique nature of military service. Further, I am concerned that removing this authority would send the wrong message to Commanders that they are somehow less responsible for good order and discipline, and for setting the right example as leaders. Given all this, I would be reluctant to remove a Commander's disposition authority and potentially undermine the progress that has been made. Rather, we need to hold leaders accountable for their own actions, and for those of their Soldiers.

**103. What is your assessment of the Army's protections against retaliation or reprisal for reporting sexual assault?**

I understand the Army leadership has made it very clear that sexual harassment, sexual assault, and retaliation have no place in the Army. I couldn't agree more. This type of misconduct directly impacts readiness. Through Sergeant Major of the Army Dailey's initiative, "Not In My Squad," the focus on empowering first-line Soldiers and Civilians to lead the charge against sexual assault, sexual harassment, and retaliation by fostering positive unit climates and encouraging bystander intervention is spot on.

With this emphasis on leadership at all levels to prevent and respond to sexual assault and harassment, the Army is also tackling acts of retaliation and reprisal against those who report, intervene, or witness incidents of sexual harassment or sexual assault. Additionally, the Army has taken formal steps to criminalize retaliation through policy and regulations, and has implemented stringent investigation and reporting requirements. If confirmed, I will ensure the Army continues to address retaliation and assess its prevention and response processes in order to remove all barriers to reporting.

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

I believe the chain of command's role is at the center of changing the culture. The Army leadership understands the chain of command is the key to ensuring a professional climate of dignity and respect for all Army Soldiers, civilians, and family members.

Every member of the Army team must be able to come forward with any concerns about their work, home, or social environments. The Sexual Harassment/Assault Response Program (SHARP) is a command program, and all members of the chain of command have a duty to enforce the program through the appropriate use of Army resources. Leaders at all levels have a fundamental duty to set the right tone and example when it comes to sexual assault and harassment, and to address violations of the SHARP program quickly and fairly.

**Child Abuse in Military Families**

**Recent press reports indicate that the number of incidents of child abuse in military families has increased.**

**105. What is your understanding of the extent of this issue in the Army, and if confirmed, what actions will you take to address it?**

I feel strongly that a single incident of child abuse is one too many. As a father, I find such incidents particularly troubling. As a former Soldier, I know that child abuse is contrary to the Army's values, and the expectations we have of all service members. I understand that the Army recently took steps to improve reporting of child abuse and ensure adequate support is provided for all victims. If confirmed, I will work hard to ensure prevention programs are appropriately resourced, leaders are empowered to help prevent child abuse, victims are provided treatment and kept safe, and that offenders are held accountable.

## **Abusive Online Conduct**

**This Committee has considered testimony on reports that certain members of Marines United, an unofficial Marine Corps Facebook group, were found to be posting degrading comments and sharing nude photos of female service members. Members of the group included a number of active-duty service members, former military members, and military retirees.**

**106. What is the current Department of the Army policy for use of social media by soldiers?**

Army Regulation 600-20, Command Policy, prohibits the use of electronic devices and online media for bullying, hazing, retaliation, and any other form of misconduct. In 2015, the Army updated its existing online conduct policy, which was supplemented and reissued this year. Current policy allows Commanders to take punitive measures for abusive online conduct.

This updated guidance advises Army personnel that online misconduct, to include harassment, bullying, stalking, discrimination, and retaliation, or any activity that undermines dignity and respect, is inconsistent with Army Values and negatively impacts the command climate and readiness. Furthermore, the policy strongly encourages immediate reporting by victims of online misconduct, or from those who witness such conduct.

**107. In your view, is this policy adequate to address abuses such as what occurred in the Marines United incident?**

While I believe that current law, regulations and policies are adequate to address online abuse, these need to be continually reviewed. Equally important, however, is that Army leaders understand the critical role they play in helping to prevent this abuse and enforcing professional standards. Without continued messaging and enforcement, online abuse can affect individual and unit readiness in harmful ways.

**108. If confirmed, what action would you take to ensure that members of the Army are not subjected to abusive online conduct?**

I believe that leader engagement is key to eradicating this toxic behavior. Commanders and leaders at all levels must take responsibility for talking about this problem and enforcing this prohibition. If confirmed, I will work with Army leaders to continue to enforce standards and advance initiatives that promote adherence to Army values and professional conduct across the force.

**109. In your view, does the Army have sufficient legal authority to hold offenders accountable for such misconduct?**

Yes. In my view, Commanders have sufficiently broad authority under the Uniform

Code of Military Justice to address a range of online misconduct committed by service members.

**110. What legislative authorities, if any, do you believe are necessary to address this problem?**

I believe Commanders have sufficient authority now to hold offenders accountable. However, if confirmed, I will assess the need for any additional authorities and consult with the Committee as appropriate.

**Balance Between Civilian Employees and Contractor Employees**

**The Army employs many contractors and civilian employees. In many cases, contractor employees work in the same offices, serve on the same projects and task forces, and perform many of the same functions as federal employees. Both contractors and civilians make up an integral part of the Defense Department's total workforce.**

**111. Do you believe that the current balance between civilian employees and contractor employees best serves the Army?**

Civilian and contractor employees play important and distinct roles within the Army. I understand that the Army must strike an appropriate balance between the civilian and contractor workforce based on the constraints of law and policy, and with regard to the most cost effective and available source of labor to perform a particular function. However, contractors should not perform inherently governmental functions. If confirmed, I commit to conducting an assessment with Army senior leaders regarding the Army's compliance with law and policy to ensure the most appropriate and cost effective mix of civilian and contract employees in the Army.

**112. In your view, has the Department of the Army utilized contractors to perform basic functions in an appropriate manner?**

It is my understanding that the Army works hard to ensure that its use of contractors complies with statutes and regulatory authorities prohibiting contractor performance of inherently governmental functions through the Inventory of Contracts for Services and Review procedures. If confirmed, I will work with senior Army leaders to ensure compliance with existing law and policy.

**113. To what extent is the Army relying on military personnel to perform duties that in your view would be best performed by civilian personnel or contractors?**

It is my understanding that the Army may be relying on military personnel to perform some duties that could be performed by civilian personnel or contractors. If confirmed, I would work to ensure that we preserve military personnel for combat roles and roles that directly contribute to the readiness of the force.

It is my understanding that current law and DOD policy provides that military personnel can perform non-military tasks only if military performance is more cost effective than civilian or contractor personnel. If confirmed, I will take a close look at the assessment and monitoring of the mix of military and civilian personnel performing “like” jobs or functions to ensure compliance with the law and DOD policies.

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

It is my understanding that the Army already has a process that continuously evaluates contractor roles and functions in terms of inherently governmental functions, critical functions, and commercial activities to ensure compliance with law policy and regulation governing this issue. If confirmed, I will work with senior Army leaders to ensure that the most appropriate and cost effective sources of labor are used to satisfy Army mission requirements.

**115. Are there non-monetary reasons why the Army would need or desire one type of manpower over the other? If so, provide relevant examples where of those reasons. Under what circumstances should cost be used as the primary factor?**

I understand that there are non-monetary reasons that informed some prior manpower decisions. For example, the law prohibits contractors from performing inherently governmental functions; therefore, either military or civilian employees fill these roles. Additionally, force management levels in both Afghanistan and Iraq previously led to some contract solutions for functions such as aircraft maintenance, dining facilities, and other installation support. Having worked in the business sector, I understand the relevance of cost as a factor. And having served on active duty in a theater of conflict, I have had experience with contract employees. If confirmed, I will follow the law and policy while making decisions that contribute first and foremost to readiness, while also ensuring the most cost effective use of our resources.

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

If confirmed, I will assess and work to remove any artificial constraints placed on the size of the Army’s civilian and contractor workforce. I will also work with Congress and senior Army leaders to ensure the Army has not only the ability, but also continues to hire the right types of employees with the right talent and skills to effectively and efficiently accomplish its mission.

## Women in Combat Integration

**In December 2015, Secretary Carter changed assignment policy for women in military service, opening all occupations and units to them, including ground combat units in the Army and Marine Corps. Since that time, female soldiers have graduated from Ranger School and both enlisted and officer female soldiers are being assigned to units for the first time that have previously been closed to them.**

**117. Are you satisfied that the decision to open Army combat arms units and positions to women was based on an adequate review of the analysis conducted by the military services?**

I understand that the Army developed a scientific, evidence-based, legally sufficient, and well-structured process for gender integration into career fields that had previously been closed to female Soldiers. The Army drew upon several studies to use the best practices for gender integration and validated standards for every career field to set conditions for integration. I look forward to learning more about this process and the various studies behind it. From a readiness standpoint, having served as an Infantry Officer in Airborne and Air Assault units, I know that being able to draw upon the entire pool of eligible recruits, across all career fields, makes the Army stronger and more agile for meeting mission requirements.

**118. Do you believe there is any reason to revisit this decision?**

No, I understand the process of integrating women into combat arms MOSs is proceeding well. I believe that any Soldier who can meet the physical, mental, and skill standards for their contracted career field, and who can help make the units in their career field more effective, deserves the opportunity to serve in that career field, regardless of gender.

**119. Do you believe that the occupational standards developed by the Army, especially those developed for the ground combat occupations, reflect “actual, regular, and recurring duties” of the occupation in question, as required by law?**

I understand the Army used gender-neutral standards to validate occupational standards and tasks for every career field and specialty. To initially identify whether a recruit can meet the physical standards for their contracted occupational specialty, the Army developed an occupational physical assessment test (OPAT). Recruiters administer this test at all recruiting stations to ensure that recruits meet the minimum physical standards for their contracted specialty and are ready for basic training. I look forward to learning more about these standards and the associated OPAT to understand better how it is being applied to promote the success of recruits and the readiness of units.

**120. Tank crews, howitzer sections, infantry squads, engineer squads, mortar squads, and scout sections readiness require small unit stability after weapons qualification. These are the building blocks that affect battalion and brigade overall readiness. Given available data, women may have higher rates of injury. What is**

**your view on the impact this decision would have on unit readiness?**

It is my understanding that the higher rates of injury for women have had a negligible impact on unit readiness thus far. The Army is engaged, however, in integrated longitudinal studies that assess injury rates for all Soldiers in career fields previously closed to female Soldiers. The Army anticipates that the results from these studies will help improve readiness and refine physical standards and assessments.

Currently, Soldiers must be able to perform all tasks in their occupational specialty in order to graduate from training and subsequently work in that career field. The occupational physical assessment test (OPAT) given to recruits before they report to training is a means to mitigate attrition and injuries by ensuring that recruits are physically qualified for their contracted occupational specialty.

If confirmed, I look forward to reviewing the Army's ongoing study to more fully understand the variables that could impact injury rates in all Soldiers, and the best options the Army can pursue for reducing injury rates for all Soldiers.

**Morale, Welfare, and Recreation (MWR)**

**121. If confirmed, what challenges do you foresee in sustaining Army MWR programs in the future fiscal environment?**

I believe that a significant challenge is identifying and prioritizing those programs that are most important to Soldiers and their families, and then ensuring they are properly resourced in a fiscally constrained environment. My family and I enjoyed the Army's MWR programs when we were on active duty. If confirmed, I intend to ensure the Army continues to make MWR a priority by providing quality, sustainable, Soldier and Family-focused MWR programs and services.

**Military Health System Reorganization**

**Section 702 of the National Defense Authorization Act for Fiscal Year 2017 transferred direct oversight and management of military hospitals and clinics from the military services to the Defense Health Agency (DHA). In March and again in June, this Committee received the Department of Defense's interim reports on section 702, which described the Department's intent to develop a component model to administer and manage military treatment facilities. Under this component model, the Department would establish service intermediary medical commands, and those commands would be subject to two separate lines of authority—the DHA and the Services.**

**122. Do you believe that a component model, with establishment of new intermediary medical commands under two separate lines of authority, would make the military health system flatter, more agile, and more efficient?**

It is my understanding that the details of the future organizational structures of the DHA and Component Command are still being developed. The Army, though, believes the component model will afford opportunities to make the military health system more responsive, more agile, and more efficient.

Under the FY17 National Defense Authorization Act, the Services retain the responsibility for readiness while the DHA will assume responsibility for the administration of the military medical treatment facilities. The component construct establishes Service-led component commands as the integrating element for Service directed readiness requirements and DHA directed MTF administration requirements.

If confirmed, I will take a close look at this issue to ensure the military health system structure is as agile and efficient as possible to meet Soldiers' needs.

**123. If confirmed, would you reevaluate the Department's decision to proceed with a component model to implement section 702?**

If confirmed, I will fully evaluate the Department's decision to proceed with a component construct to ensure it will meet Army readiness requirements and the DHA requirements for the administration of military medical treatment facilities, to include budget; information technology; health care administration and management; administrative policy and procedure; military medical construction; and other matters the Secretary of Defense determines appropriate.

**124. If confirmed, would you urge the Secretary of Defense to reevaluate the Department's decision to proceed with a component model to implement section 702?**

If confirmed, I will first fully evaluate the Department's decision to proceed with a component construct to ensure it will meet Army readiness requirements and the DHA requirements for the administration of military medical treatment facilities. Based on that evaluation, I would make recommendations to the Secretary of Defense as appropriate to ensure the health and readiness of the force is maintained as efficiently and effectively as possible.

**125. If confirmed, would you ensure that the Army reduces its medical headquarters staffs and infrastructure (including both regional command staffs and infrastructure) to reflect the more limited scope and size of its health care missions?**

If confirmed, I would ensure the Army fully evaluates and supports efforts to eliminate unnecessary staff, infrastructure, and activities carried out by the DHA and the Services – to include both regional command staffs and infrastructure – while ensuring the Army is able to fulfill its command support and readiness requirements and functions.

**126. In your view, would a component model streamline the administration and management of military treatment facilities?**

The Army believes the component model construct does streamline the administration and management of military medical treatment facilities because it aligns Service-led component commands and Service-led MTFs directly under the authority, direction, and control of the DHA responsible for the administration of the MTFs as it relates to budget; information technology; health care administration and management; administrative policy and procedure; military medical construction; and other matters the Secretary of Defense determines appropriate.

If confirmed, I will take a close look at this issue to ensure the military health system structure streamlines the administration and management of military treatment facilities to meet Soldiers' needs effectively and efficiently.

**127. In your view, would a component model achieve the Committee's goal to eliminate multiple inefficient layers of management and bureaucracy in the Department of Defense's medical operations?**

It is the Army's view that the component model construct would achieve the Committee's goal to eliminate unwarranted duplicative activities carried out by elements of the DHA and the Military Departments, while ensuring the Army is able to fulfill its command support and readiness requirements and functions. If confirmed, I will study this issue more closely to ensure this model is appropriate, and that it eliminates inefficient layers of management and bureaucracy in DOD's medical operations.

**128. In your view, would a component model eliminate the current stove-piped medical command structures of the Services?**

It is my understanding the component construct will establish the DHA with the authority, direction and control to function as the one single point of accountability responsible for the administration of all military medical treatment facilities as it relates to budget; information technology; health care administration and management; administrative policy and procedure; military medical construction; and other matters the Secretary of Defense determines appropriate. Further, I understand that each of the Services' medical departments are established to meet Service-specific requirements using Total Army Analysis (or similar) methodology. If confirmed, I will take a close look at this issue to ensure stove pipes are eliminated in this construct.

**129. If confirmed, would you ensure a rapid and efficient transfer of the operations of the Army's military medical facilities to the DHA?**

If confirmed, I would ensure an effective and efficient transfer of responsibilities for the administration of the military medical treatment facilities as it relates to budget; information technology; health care administration and management; administrative policy and procedure; military medical construction; and other matters the Secretary of

Defense determines appropriate from the Army to the DHA in accordance with the timelines and milestones set by the Department of Defense.

### **Family Readiness and Support**

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

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

The stress of deployment(s) – before, during, and after – has a major impact on family readiness. I know this based on my personal deployment to the Gulf War in 1990-91. I believe one important way to lessen this impact is by providing high quality family programs that reduce stress, assist families, and enhance readiness. Key programs include services for child care, financial readiness, and substance abuse and domestic violence prevention. Other important programs include Child and Youth Services, and Army Morale, Welfare, and Recreation programs.

If confirmed, I will work to ensure these and other Family readiness programs are properly resourced and effective in supporting Soldiers and their Families.

### **Suicide Prevention**

**The numbers of suicides in each of the Services continue to be of great concern to this Committee.**

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

The number of suicides in the Service greatly concerns me. One is too many. It is tragic that these great Americans who serve their Country so well would reach a point where they view suicide as their only option. I understand the Army is conducting an extensive analysis of all Soldier suicide cases, while developing new data on dependent suicides, to build a more comprehensive understanding of suicides in the Total Army family. If confirmed, I am fully committed to continuing these reviews and supporting implementation of any recommendations that will reduce the suicide rate.

Suicides directly impact readiness across all our formations, in addition to the impact

they have on the Army family. If confirmed, I will make this issue one of my top priorities and work closely with Army leaders at all levels to prevent suicides.

### **Support for Wounded, Ill, and Injured Soldiers**

**Service members who are wounded or injured in combat operations deserve the highest priority from the Army and the U.S. Government for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge.**

#### **132. What is your assessment of the progress made by the Army to improve the care, management, and transition of seriously ill and injured soldiers?**

It is my understanding that the Army has made good progress in the care of seriously ill and injured Soldiers over the last ten years or so thanks to the support of Congress and an intense focus by Army leadership. The Army improved facilities like the renowned burn unit in San Antonio, Texas, and reduced processing times in the Integrated Disability Evaluation System. There is always room for improvement, however, especially when it comes to the care of the Army's wounded, ill, and injured Soldiers.

If confirmed, I am committed to ensuring the Army continues to improve the care, management and transition of seriously ill and injured Soldiers because they deserve no less than the very best the Army has to offer.

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

Support for wounded Soldiers and monitoring their return to duty or civilian life is a top priority. If confirmed, I will work to ensure the Army maintains – and continues to improve – the quality of the Warrior Care and Transition Program, and, has the ability to expand this program, as necessary.

A key to maintaining the quality of care is to ensure that Soldiers can seamlessly transition through the Integrated Disability Evaluation System, as required. To do this, the Army must have sustained and collaborative relationships across the federal government with agencies such as the Department of Veterans Affairs, and with the private sector.

### **Senior Military and Civilian Accountability**

**While representative of a small number of individuals in the Defense Department, reports of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently received. Whistleblowers and victims of**

**such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.**

**134. What are your views regarding the appropriate standard of accountability for senior civilian and military leaders of the Department of the Army?**

All Department of the Army personnel, military and civilian, must be held to the same standard. Everyone should live by and demonstrate the Army values and professionalism that the Nation expects of its Army. With regard to the Army's senior leaders, I expect them to lead by example and set the highest personal standards for themselves in all that they say and do.

Any alleged failure to maintain established standards should and will be investigated without sacrificing the appropriate due process for the individuals involved. If confirmed, I will insist that all military and civilian leaders face appropriate consequences if it is determined they failed to adhere to established legal, moral, and ethical standards, regardless of the grade or position of the individual.

**135. If confirmed, what steps would you take to ensure that senior leaders of the Army are held accountable for their actions and performance?**

The Department of the Army, subject to the oversight of DOD, has established policies that govern the investigation of any allegation made against senior Army and Civilian leaders. If confirmed, I will fully support these policies and current investigative processes to ensure all allegations receive a thorough, impartial investigation without violating the due process rights of any of individual. For all substantiated allegations, within my authority, I will ensure the leader faces appropriate consequences for his or her conduct. If I determine the system, policy, or processes need adjustment to ensure we maintain the high standards expected and required of our senior leaders, I will work to bring about those changes.

**Management and Development of the Senior Executive Service**

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

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

Having worked with and/or led senior executives during previous assignments at the Pentagon on the Army Staff and OSD Staff, I recognize the important role they play in the Nation's security, and the critical skills, knowledge, and experiences they bring to those roles. As such, the Army must work to ensure its senior executives are properly

managed and professionally developed if the Service is to achieve its goals.

I understand the Army has instituted an enterprise approach to Senior Executive Service (SES) management through establishment of an annual Talent and Succession Management process. This process is designed to optimally align executive positions with the most critical Army imperatives and priorities, to include acquisition, financial management, and the scientific and technical fields. As I understand it, the process directly links executive positions to overall Army needs; develops a broader, more agile executive bench; and addresses succession planning for the Army's SES positions.

The Army has also placed an increased emphasis on Executive Development by implementing the Army Senior Executive Education Program. This program is centrally funded and focused on reinforcing the general principles of strategic leadership; business transformation and enterprise; change leadership; ethics, culture and management; and Army transformation.

If confirmed, I will review these developmental tools, processes, and programs and work with Army senior executives to refine them as necessary to ensure the Army continues to develop SES personnel who can help manage and lead the Department, particularly in the areas of acquisition, financial management and science and technology.

**137. Do you believe that the Army has the number of senior executives it needs, with the proper skills to manage the Department into the future?**

Based on my prior service in OSD and the Army Staff, it is my understanding that the Army distributes civilian senior leaders in a variety of positions to work in conjunction with senior officers to help lead and manage the Army. I further understand the Army implemented a process of continual review to align senior leader allocations to leadership needs and identify changes in requirements. If confirmed, I will review the number and distribution of senior executives in the Army, and make changes as necessary to ensure the Service is well-led and managed for the challenges it faces today and in the future.

**Operational Energy**

**In his responses to the advance policy questions from this Committee, General Mattis talked about his time in Iraq, and how he called upon the Department of Defense to “unleash us from the tether of fuel.” He stated that “units would be faced with unacceptable limitations because of their dependence on fuel” and resupply efforts “made us vulnerable in ways that were exploited by the enemy.”**

**138. Do you believe this issue remains a challenge for the Department of Defense?**

Yes. The dependency or “tether of fuel” remains a constraint and vulnerability as indicated by Secretary Mattis during his confirmation hearing. I saw this same challenge during my combat experience in the 1990-91 Gulf War.

**139. If confirmed, what will you do to unleash the Army from the tether of fuel?**

It is my understanding that the Army has been pursuing multiple efforts to dramatically change the current dynamic of fuel dependence. These initiatives include pursuing improvements to the energy efficiency of equipment, and the way that electric power is generated and distributed on the battlefield. The goal is to improve the operational capability of Army systems by/while reducing overall fuel requirements. While progress has been made in reducing the fuel tether, a great deal of work remains. If confirmed, I plan on continuing these efforts.

**130. If confirmed, what priorities would you establish for Defense investments in and deployment of operational energy technologies to increase the combat capabilities of warfighters, reduce logistical burdens, and enhance mission assurance on our installations?**

I understand that developing combat capabilities in this regard requires a complex set of trade-offs that involve maximizing the lethality, mobility, and protection of Soldiers. Operational energy considerations need to be assessed and integrated into combat capabilities development to reduce constraints, vulnerabilities, and fuel dependencies. If confirmed, I will work with senior Army leaders to identify the right requirements and set priorities so the Army invests in the capabilities required to deploy, fight, and win on future battlefields that optimize energy usage without compromising combat effectiveness.

**Energy and Acquisition**

**141. How can our acquisition systems better incorporate the use of energy in military platforms?**

It is my understanding the Army S&T enterprise has various research efforts devoted to this topic, including construction methodologies to improve energy efficiency, and advanced and hybrid power trains and fuel cell technologies for military vehicles. I have been informed that these efforts are designed to improve efficiency and make better use of energy both on the battlefield and for base operations to enhance capabilities and lessen the logistics tail. It is my understanding that the Army is fundamentally changing the culture and better managing the use of energy throughout its acquisition systems with these efforts. If confirmed, I will assess how the Army can better address the use of energy in military platforms.

**Energy Resiliency in the Fight Against the Islamic State of Iraq and Syria (ISIS)**

**Back in July after a coup attempt, the Turkish government cut off power to Incirlik Air Base, which is the primary platform for launching coalition airstrikes in the fight against**

**ISIS. For roughly a week, deployed units had to operate off backup generators, which is expensive and not the preferred method of operation given the demanding tempo of sorties against ISIS.**

**142. If confirmed, specifically how will you address and make energy resiliency and mission assurance a priority for the Department of the Army, to include acquiring and deploying sustainable and renewable energy assets to improve combat capability for deployed units on our military installations?**

My understanding is the Army's Energy Security and Sustainability Strategy acknowledges that energy, water, and land resources are critical to Army mission accomplishment. If confirmed, I will work with the Army's senior leaders to ensure the proper focus on energy resiliency in both installation and deployed unit operations.

**143. To what extent, if any, are title 10 training exercises and wargames dealing with energy outages? If not, why?**

The Army must be prepared to operate in austere environments of all types, with units at all echelons prepared to meet their own energy needs with efficient and resilient organic assets. I understand that the Army trains in scenarios across the full spectrum of conflict and in challenging environments with only the power sources units bring with them. If confirmed, I would continue to ensure the Army conducts exercises under realistic combat conditions, especially against near peer threats, where external power sources are likely unavailable.

**144. Do you support the J-4's enforcement of the energy supportability key performance parameter in the requirements process?**

I understand that the Department's acquisition process should explore alternate and renewable energy sources that are reliable, cost effective, and can relieve the dependence of deployed forces on vulnerable fuel supply chains to better enable our primary mission to win in conflict. The purpose of such efforts should be to increase the readiness and reach of our forces; these considerations must be made up front, as part of the requirements process. If confirmed, I will support efforts to make energy supportability a performance parameter.

**Section 2805 of the National Defense Authorization Act for Fiscal Year 2017 gave the Department of Defense new authority to plan and fund military construction projects directly related to energy resiliency and mission assurance, and to help address and mitigate against incidents like Incirlik, not to mention secure micro-grids to help prevent cyber-attacks.**

**145. If confirmed, will you commit to use section 2805 to support mission critical functions and address known energy vulnerabilities with projects that are resilient**

**and renewable?**

If confirmed, I will look into how the Army can use the new authorities provided to it under Section 2805 to support mission critical functions by planning and funding new construction projects related to energy resiliency and mission assurance. My aim would be to use Section 2805 authorities to the greatest degree possible to address known energy vulnerabilities and guarantee the Army's energy security.

## **Environment**

**146. If confirmed, will you comply with environmental regulations, laws, and guidance from the Environmental Protection Agency?**

If confirmed, I will ensure the Army complies with applicable environmental regulations, laws, and guidance from the Environmental Protection Agency and state regulatory authorities.

**147. If confirmed, will you make the same level of investment for the Defense Department's Environmental Research Programs?**

If confirmed, I will seek to ensure the Army's investment in environmental research is maintained at appropriate levels to meet the Army's requirements.

**148. If confirmed, will you work with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness and protect the environment on and around U.S. military installations?**

If confirmed, I will ensure the Army continues to work closely with the Department of Interior and the U.S. Fish and Wildlife Service to uphold our responsibilities as stewards of some of our Nation's most valuable natural resources, while maintaining sufficient land for training in order to meet readiness needs.

## **Congressional Oversight**

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

**149. Do you agree, if confirmed, to appear before this Committee and other appropriate committees of Congress?**

Yes.

**150. Do you agree, if confirmed, to appear before this Committee, or designated**

**members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Secretary of the Army?**

Yes.

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

Yes.

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

Yes.

**153. Do you agree to answer letters and requests for information from individual Senators who are members of this Committee?**

Yes.

**154. If confirmed, do you agree to provide to this Committee relevant information within the jurisdictional oversight of the Committee when requested by the Committee, even in the absence of the formality of a letter from the Chairman?**

Yes, I agree to provide appropriate responses to all Congressional oversight requests.

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