

Advance Policy Questions for Eric K. Fanning
Nominee for Secretary of the Army

Defense Reforms

The Committee has recently held a series of hearings on defense reform.

1. What modifications of Goldwater-Nichols Department of Defense Reorganization Act of 1986 provisions, if any, do you believe would be appropriate?

Although the Goldwater-Nichols Reorganization Act of 1986 successfully restructured our national security establishment, this Committee's consideration of possible reforms is appropriate and timely. There are opportunities worth exploring to consolidate within the military departments, between the military departments and the Office of the Secretary of Defense (OSD) and between OSD and the Joint Staff. Potential consolidations could help make us a more agile institution, and better position us to respond to and shape the future. The current global situation has changed dramatically since the Cold War. If confirmed, I will ensure that the Army is collaborative in the review of this Committee's recommendations for possible reforms.

Qualifications

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

I come from a military family. I have two uncles who went to West Point and were career Army officers; another uncle who was a career Air Force officer; and a cousin who flew helicopters for the Marine Corps. I learned at an early age the sacrifices made by those serving in uniform and their families. Having had the privilege to serve with all three military departments and all four Services, as well as three times in the Office of the Secretary of Defense, I possess the experience and have established the relationships to effectively serve as the Secretary of the Army. I began my public service on the House Armed Services Committee, transitioned to the Immediate Office of the Secretary of Defense, and then to the White House. I later built on that foundation by serving as the Deputy Director of the Commission on the Prevention of Weapons of Mass Destruction, Proliferation, and Terrorism. Since the beginning of this administration, I have served as the Deputy Under Secretary of the Navy, then as both the Under Secretary and Acting Secretary of the Air Force, as Chief of Staff to the Secretary of Defense, and finally as the Acting Under Secretary and Acting Secretary of the Army. I spent six years with Business Executives for National Security, working to bring better business practices to the Department of Defense. I have served as Deputy Chief Management Officer (DCMO) of the Department of the Navy, and Chief Management Officer (CMO) of the Air Force and the Army. I have a first-hand understanding of the business systems and

management processes throughout the Department of Defense. I also bring a network of relationships that spans the Department, the interagency, and Congress, which has positioned me to effectively understand the Army's challenges, lead the Army toward effective solutions, and define and convey the Army's interests. The opportunity to serve at various levels across the Department of Defense has given me the context and depth of knowledge necessary to lead the Army through this period of fiscal instability and global uncertainty. If confirmed, I would be honored to serve as the next Secretary of the Army and work with this Committee and the Congress to ensure our Nation continues to be protected by the greatest Army in the history of the world.

Duties

Section 3013 of title 10, United States Code, provides that the Secretary of the Army is responsible for, and has the authority necessary to conduct, all affairs of the Department of the Army.

3. 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. He is responsible for all the affairs of the Department of the Army, including, but not limited to, recruiting, organizing, supplying, equipping, training, servicing, mobilizing, demobilizing, administering, maintaining, and the construction of equipment, buildings, structures, of real property.

4. 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 believe these duties and functions are adequate and include all the authorities necessary to run the Army. If confirmed, I will continue to assess the duties and responsibilities of the Secretary of the Army, and I will discuss with the Secretary of Defense any changes I believe may be necessary to improve the Secretary's ability to ensure the effective and efficient administration of the Department of the Army. I look forward to working with this Committee and the Congress as possible reforms to section 3013 of title 10, United States Code, are debated.

Relationships

5. If confirmed, what would be your working relationship with:

a. The Secretary of Defense.

By statute, the Secretary of the Army is subject to the authority, direction, and control of the Secretary of Defense, who, as head of the Department of Defense, possesses full control over all of its elements, including the Army. If confirmed, I would work closely with the Secretary of Defense on all matters involving the Department of the Army to ensure that the Army meets our national security needs and fulfills the Administration's national defense priorities.

b. The Deputy Secretary of Defense.

The Secretary of Defense prescribes the duties and responsibilities of the Deputy Secretary of Defense. The Secretary of Defense has delegated to the Deputy Secretary of Defense all of his non-exclusive authorities, including oversight of the military departments. If confirmed, I would be responsible to the Deputy Secretary of Defense for the operation of the Army.

c. The Chief Management Officer and Deputy Chief Management Officer of the Department of Defense.

The Deputy Secretary of Defense serves as the CMO of the Department of Defense and is assisted by the Deputy CMO (DCMO) in the synchronization, integration, and coordination of business operations within the Department of Defense. If confirmed as Secretary of the Army, I will fully support and ensure the Deputy Secretary of Defense and the DCMO are well informed regarding the Army's business operations.

d. The Under Secretary of the Army.

As CMO of the Department of the Army, the Under Secretary is responsible to the Secretary of the Army for the effective and efficient organization and management of the Army's business operations and for carrying out initiatives the Secretary of the Army approves for the business transformation of the Army. The Under Secretary of the Army is also the Secretary's senior civilian assistant in which capacity he performs such additional duties and exercises such powers as prescribed by the Secretary. If confirmed, my relationship with the Under Secretary of the Army will be close, direct, and supportive.

e. The Chief of Staff of the Army.

The Chief of Staff of the Army is the senior military advisor to the Secretary of the Army, is directly responsible to the Secretary of the Army, and, except when the law provides otherwise, performs his duties under the authority, direction, and control of the Secretary of the Army. As a member of the Joint Chiefs of Staff, the Chief of Staff also performs the duties prescribed for him by law as a member of the Joint Chiefs of Staff. My experience in all three military departments has confirmed that it is critical for all leaders of the Department of the Army, both civilian and military, to work closely together as one team to face the many challenges confronting our Nation. If confirmed, I will remain committed to this and will ensure that the Chief of Staff is a very close partner in the performance of my duties.

f. Commanding General, U.S. Army Corps of Engineers

The Commanding General, U.S. Army Corps of Engineers, who also serves as the Chief of Engineers, is the principal advisor to the Secretary of the Army regarding military engineering, construction, and real property. The Commanding General, U.S. Army Corps of Engineers also executes the Civil Works missions of the Army under the supervision of the Assistant Secretary of the Army for Civil Works. In that capacity, he works to develop and manage the Nation's water resources, commercial navigation, to restore aquatic ecosystems, mitigate flood risk, and to provide engineering and technical support services. If confirmed, I will work closely with the Assistant Secretary for Civil Works and the Assistant Secretary for Installations, Energy and Environment and together we will build a strong professional relationship with the Commanding General, U.S. Army Corps of Engineers in advancing and defending the Army Corps of Engineers' Military and Civil Works Programs.

g. The Assistant Secretaries of the Army.

Subject to the authority, direction, and control of the Secretary of the Army, the Assistant Secretaries of the Army set the Army's strategic direction by developing and overseeing policies and programs within their respective functional areas. If confirmed, I will work to establish and maintain strong, professional relationships with each of the Assistant Secretaries of the Army. I will work to empower them by fostering an environment of close collaboration to ensure that we work together effectively on both the day-to-day management and long-range planning needs of the Army. I will also work with them to enhance a one-team and collaborative approach across the Headquarters, Department of the Army to ensure we are best meeting the needs of our Soldiers and our Nation's national security needs.

h. The General Counsel of the Army.

The General Counsel serves as the chief legal and ethics officer of the Department of Army and counsel to the Secretary and other Secretariat officials. Her duties include providing legal and policy advice to officials of the Department of the Army, as well as determining the position of the Army on all legal questions and procedures. I have a close, professional relationship with the General Counsel of the Army, and if confirmed, I will maintain that relationship and seek her guidance to ensure that Army policies and practices are in strict accord with the law, governing regulations, and the highest principles of ethical conduct.

i. The Inspector General of the Army.

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

j. The Surgeon General of the Army.

The Surgeon General is responsible for maintaining a medically ready military force, as well as a trained and ready medical force. As the principal advisor to the Secretary of the Army and to the Chief of Staff of the Army on the military health service system, she is responsible for ensuring that the Army's health care systems and medical policies effectively and uniformly support the Army's objectives, responsibilities, and commitments across the total force. If confirmed, I will have a close and professional relationship with The Surgeon General, and will fully support her in the execution of her duties.

k. The Army Business Transformation Office.

The Office of Business Transformation was established to assist the Army Chief Management Officer in carrying out business transformation initiatives of the Department of the Army. The Director of Business Transformation leads the Office of Business Transformation under the supervision of the Under Secretary of the Army in his role as the Army CMO. If confirmed, I will work directly with the Office of Business Transformation to promote efficiency in the Army's business operations, and bring to this relationship my experience in management positions in all the military departments.

l. The Judge Advocate General of the Army.

In coordination with the Army General Counsel, The Judge Advocate General serves as the military legal advisor to the Secretary of the Army. The Judge Advocate General of the Army is also the legal advisor to the Chief of Staff of the Army, the Army Staff, and members of the Army generally, and is responsible for providing legal advice and services regarding the Uniform Code of Military Justice and the administration of military discipline. If confirmed, I look forward to establishing a close, professional and inclusive relationship with The Judge Advocate General, and I will welcome her views regarding any legal matter under consideration.

m. The Chief of the National Guard Bureau.

In addition to his responsibilities as the principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces and on other matters as determined by the Secretary of Defense, the Chief of the National Guard Bureau is also the principal advisor to the Secretary of the Army and the Chief of Staff of the Army on matters relating to the Army National Guard. If confirmed, I will work to maintain a professional relationship with the Chief of the National Guard Bureau, and to support the Army National Guard in order to strengthen the Total Army. This was a particularly close and important relationship during my time in the Department of the Air Force, and I would prioritize this relationship if confirmed as Secretary of the Army.

n. The Director of the Army National Guard.

The Director, Army National Guard is a member of the National Guard Bureau and responsible for assisting the Chief, National Guard Bureau in carrying out the functions of the National Guard Bureau, as they relate to the Army National Guard. If confirmed and in consultation with the Chief of the National Guard Bureau, I will establish and maintain a close, professional relationship with the Director, Army National Guard in order to foster an environment of cooperative teamwork between the Department of the Army and the National Guard Bureau as we work to enhance the Total Force and One Army concepts.

o. The Army Chief of Chaplains.

I understand the importance of the contributions Chaplains make to the force. The Chaplains bolster Soldier and family resiliency in difficult times, and are often the first to respond to incidents of death, combat casualty, suicide, and sexual assault. The Army Chief of Chaplains advises the Secretary of the Army and Chief of Staff of the Army on all matters related to the chaplaincy. If

confirmed as Secretary of the Army, I will have a close, professional relationship with the Chief of Chaplains and will consult with him.

p. The Secretaries of the Navy and Air Force.

I have experience working in both the Navy and the Air Force, and fully appreciate the importance of the Services working together. If confirmed, I will maintain close, professional relationships with the Secretaries of the Navy and the Air Force, both of whom I have worked with closely in previous appointments.

Major Challenges and Priorities

6. In your view, what are the major challenges, if any, that you would confront if confirmed as Secretary of the Army?

If confirmed, I would confront several challenges facing today's Army. The Army must increase readiness consumed by 15 years of war, as well as be prepared for new kinds of fights in an increasingly complex world, including large-scale, decisive action engagements. It must reset its equipment, while investing in next-generation platforms to fight adversaries that are closing the capability gap. It must invest in its installations after years of taking risk in that area as budgets have declined. It must also maintain faith with the Soldiers and their families who have volunteered to serve, while ensuring that the transition is smooth for those who leave. The Army must do all this in a fiscally constrained environment, while being a faithful steward of those resources it does receive.

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

The readiness of our Army must remain the top priority to ensure that our Soldiers are prepared to execute the missions they will be asked to perform. This means ensuring our Soldiers are resilient, that they are properly trained, and that they are fully equipped. We must be ready to fight today, as well as prepare the force for the increasing complex challenges of the 21st century, which include cyber threats and evolving adversaries. We must do all this while maintaining a commitment to care for Soldiers, Families, Civilians and Veterans.

8. If confirmed, how would you prioritize and what plans would you have, if any, for addressing these challenges?

If confirmed, readiness will be my priority. That includes resilient soldiers who are well trained and fully equipped. Maintaining resiliency across the Army requires making sure we are addressing behavioral health issues and working to reduce suicide rates; creating an environment where soldiers feel safe and valued, which reduces sexual assault and harassment; and making sure soldiers know that when they leave the Army, we will make

their transition as smooth as possible. Training includes preparing our Army for future fights while we continue to serve in over 140 countries around the globe today. And equipping them means iterating new capability to the field as quickly as we can today, while also making the necessary investments for the future to guarantee that our overmatch remains dominant in years to come. I would do this across the Total Force to help move the Army further along in its One Army construct.

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

From my perspective serving with all three military departments, the most serious problem I have seen impeding the Service Secretaries is fiscal uncertainty. The turbulent fiscal environment makes planning difficult for the military departments, and results in the military not getting the full value out of the resources it receives. Compounding this is the size and bureaucratic nature of the many overlapping headquarters. More work needs to be done to streamline the department, so it is more agile and responsive to rapidly evolving threats.

10. If confirmed, what management actions and time lines would you establish to address these problems?

If confirmed, I will work closely with the Chief of Staff and Principal Officials of the Army to develop ambitious yet realistic goals that support the Army's priorities and safeguard taxpayer resources. I will also work to ensure there are effective means to assess progress against those goals. I understand that the Army has established governance of systems and processes to deal with short and long range strategic planning. If confirmed, I intend to assess the effectiveness of these processes and drive improvements as necessary.

11. How will you manage the recommendations of the National Commission on the Future of the United States Army? The Commission announced it will release its report at the end of January 2016.

If confirmed, I will ensure that the recommendations of the National Commission on the Future of the Army are thoroughly and objectively assessed. We will aggressively implement all recommendations that can make our Army better and increase readiness, consistent with statute, policy, and available resources. I will bring with me many of the lessons learned from similar experience in the Air Force, which includes pushing the team to be open to new ideas, fostering a collaborative relationship with all external stakeholders and maintaining transparency.

Aviation Restructuring Initiative

12. What is your Assessment of the Army's Aviation Restructuring Initiative?

My initial review of this important issue is that Aviation Restructuring Initiative (ARI) is analytically sound. The ARI restructures Army aviation in response to the resource constraints imposed on the Army and provides more capability and capacity to meet combatant commander demands than any alternative plan presented to date. All other proposals were deemed by the Cost Assessment and Program Evaluation Directorate and Program Evaluation office and the U.S. Government Accountability Office (GAO) to be less effective than ARI. If confirmed, I will, however, keep an open mind when reviewing the recommendations of the Army Commission established by the Congress to provide an independent view.

13. Are its objectives reasonable?

Yes. ARI addresses long-term problems in the Army's attack/reconnaissance and training fleets and allows the Army to mitigate the impacts budget cuts on AH-64, UH-60 and aviation enabler modernization. The ARI rebalances capabilities across the components to maximize capacity for meeting combatant commander and homeland demands. Finally, it preserves as many of the Army's most modern and capable systems as possible (AH-64s, UH-60s, UH-72s, and CH-47s).

14. Do you believe its cost avoidance goals are achievable?

Yes, the GAO, the OSD-CAPE, and the U.S. Army Training and Doctrine Command Analysis Center all completed independent evaluations and affirmed all of the Army's cost estimates. ARI costs less and provides combatant commanders more capability than any alternative.

15. Are the equities of the National Guard and Reserves being adequately addressed?

Yes, we need each component in our Total Army to be complementary. ARI optimizes this component mix ensuring the Army meets warfighting Combatant Commander requirements, while providing civil authorities with the aviation force necessary to fulfill homeland missions. There are elements of ARI and its supporting analysis that the National Guard has questioned. As an independent arbiter within DoD, OSD-CAPE reviewed the Army's analysis and conducted its own assessment of the Chief of the National Guard Bureau alternative; in all cases, it endorsed the ARI. If confirmed, I will ensure that the Army carefully and objectively reviews the recommendations of the

Future of the Army Commission with respect to ARI. While I believe, ARI preserves readiness and delivers the most optimized and cost-effective component mix, I will do this in the broader context of strengthening the Total Force concept of the Army and ensuring that the National Guard remains an important operational component of the Army.

16. Is it the best plan for the Total Army?

Yes. The Aviation Restructure Initiative is about building and maintaining readiness, maintaining aviation modernization programs, and operating within fiscal constraints. My initial analysis is that under ARI, the restructured aviation force will be smaller; however it will be more modernized, ready and capable in all three components.

Comprehensive Business Transformation and the Chief Management Officer

Section 904 of the National Defense Authorization Act for Fiscal Year 2008 designates the Under Secretary of the Army as the Army's Chief Management Officer (CMO). Section 908 of the National Defense Authorization Act for Fiscal Year 2009 requires the CMO of each of the military departments to carry out a comprehensive business transformation initiative, with the support of a new Business Transformation Office.

17. What is your understanding of the duties and responsibilities of the Under Secretary in the capacity as CMO of the Department of the Army?

Pursuant to the Fiscal Year 2008, National Defense Authorization Act, Section 904, the Under Secretary is the CMO and responsible for the Department's business operations. The Secretary of the Army assigns duties and authorities necessary for the CMO to effectively and efficiently organize and administer the business operations of the Army. Further, the CMO is responsible for developing a comprehensive business transformation plan, business systems architecture, and system transition plan. These understandings are built in part on my experience having served as DCMO of the Navy and CMO of the Air Force and Army.

18. Do you believe that the CMO and the Business Transformation Office have the resources and authority needed to carry out the business transformation of the Department of the Army?

Based on my initial experiences in working with the Army, I believe that the Army's CMO and Business Transformation Office are properly resourced and are accomplishing the Army's business transformation efforts. If confirmed, I will consult with the Department's CMO; the Chief of Staff of the Army; as well as the Director of the Office of Business Transformation to assess more thoroughly whether any additional authorities or resources are necessary for continued meaningful transformation.

19. What role do you believe the CMO and the Business Transformation Office should play in the planning, development, and implementation of specific business systems by the military departments?

The actions of the CMO and the Office of Business Transformation Office are essential to the success of the Army's business process improvement efforts and the implementation of modern, state-of-the-art business systems for the Army. Together, the CMO and the Office of Business Transformation have integrated the business management decisions through effective governance. The Army Business Council provides overall synchronization of the Department's business activities and ensures vertical integration from the Office of the Secretary of Defense down through all business activities of the Army. If confirmed, I will support the work of the CMO and the Office of Business Transformation to achieve increased readiness and efficiency by fostering an environment that enables continuous business process improvement and business process reengineering; continued evolution of the Army's business enterprise architecture; and the continued development, fielding, and sustainment of modern supporting business system information technology.

20. What changes, if any, would you recommend to the statutory provisions establishing the position of CMO and creating the Business Transformation Office?

It is my experience that profound change has occurred through the legislation which established the Service Under Secretaries as CMOs, and created the business transformation offices. I believe current law provides sufficient authority to make necessary change. If confirmed, I will work closely with the CMO to determine if any legislative changes should be recommended to achieve greater efficiencies through business transformation.

Section 2222 of Title 10, United States Code, requires that the Secretary of Defense develop a comprehensive business enterprise architecture and transition plan to guide the development of its business systems and processes. The Department has chosen to implement the requirement for an enterprise architecture and transition plan through a "federated" approach in which the Business Transformation Agency has developed the top level architecture while leaving it to the military departments to fill in most of the detail. The Army's business systems, like those of the other military departments, remain incapable of providing timely, reliable financial data to support management decisions.

21. If confirmed, what steps, if any, would you take to ensure that the Army develops the business systems and processes it needs to appropriately manage funds in the best interest of the taxpayer and the national defense?

Central to the Army's ability to provide trained and ready forces to the Nation are business processes which are well-defined, understood, reflect best business practices,

and are supported by modern business system technology. If confirmed, I will work closely with the CMO to ensure Army business systems and processes are optimized to meet the needs of national defense while maintaining dedicated stewardship of the funds entrusted to the Army. In this regard, I will, along with the CMO, aggressively pursue the advice of subject matter experts, inside and outside the federal government, to ensure the Army follows best business practices and employs state-of-the-art financial systems, closely monitor our progress in modernizing our business applications, as well as, capitalize on the results of our ongoing schedule of financial audits to improve processes and systems.

22. Do you believe that a comprehensive, integrated, enterprise-wide architecture and transition plan is essential to the successful transformation of the Army's business systems?

The starting point for any serious effort to implement transition plans from Army legacy business systems to its modern systems as well as the identification of opportunities for greater effectiveness and efficiency is a comprehensive, integrated, and enterprise-wide architecture and transition plan. Integrated enterprise business architecture details how the Army conducts its core Title 10 U.S. Code functions and how supporting business information technology systems support process execution. Over the past several years, the Army has made significant progress in the development of a comprehensive and integrated business enterprise architecture, to the point that they have been recognized as a leader in the Federal government in this arena. If confirmed, I will ensure the continued evolution of the business enterprise architecture and its use as a driver for continuous process improvements and modern business system information technology development and implementation.

23. What steps would you take, if confirmed, to ensure that the Army's enterprise architecture and transition plan meet the requirements of section 2222?

Since enactment of Section 2222, the Army has and continues to place great emphasis on the dedicated and comprehensive implementation of its requirements. If confirmed, I would work closely with the CMO to ensure that the Army remains vigilant and focused on the development, refinement, and implementation of the Army's enterprise architecture and associated transition plans so that they continue to meet and exceed the requirements contained in Section 2222.

24. What are your views on the importance and role of timely and accurate financial and business information in managing operations and holding managers accountable?

In order to provide trained and ready forces, Army senior leaders must make their best resource-informed decisions using timely and accurate financial and business information. Accurate data is the key to making the optimal decisions to ensure the long

term defense of our Nation. If confirmed, I will insist on factual and accurate data, especially concerning the cost of our processes and products. Army leaders and managers will be held accountable for the focused application of resources to generate readiness and to provide best-in-class support to Soldiers in the performance of their important missions.

25. How would you address a situation in which you found that reliable, useful, and timely financial and business information was not routinely available for these purposes?

If confirmed as Secretary of the Army, I would work with the CMO in actively uncovering the root causes of why financial and business information was not accurate or routinely used, address those causes through systemic changes in supporting process, assess performance toward implementing changes, and hold leaders and managers directly responsible for implementation and sustainment of changes.

26. What role do you envision playing, if confirmed, in managing or providing oversight over the improvement of the financial and business information available to Army managers?

If confirmed, I will support the CMO, who is charged with leading and managing Army business operations by ensuring that the right policies and directives are in place to guide Army business operations. I would also work with the CMO to ensure that the existing governance structures are effectively functioning to enable Army senior leader performance assessment, identification of and direction for improvement opportunities. Lastly, I would ensure that Army leaders and managers throughout the enterprise are both empowered and made responsible for making available and using accurate data and information to improve their business processes. I will periodically make my own assessments of the Army's proficiency in this area as I travel around the Army.

27. How will you ensure that business processes are informed by commercial best practices?

Commercial best practices have and continue to inform Army business processes. The Army Materiel Command and Deputy Chief of Staff G-4, for example, routinely discuss best practices with the commercial sector for inventory management, supply distribution, and other logistics related actions. The Army's transformational portfolio of business software applications in many cases reflects best business practices. However, owing to the Army's unique operational requirements involving three components, active and reserve, engaged in expeditionary land combat, not all commercial best practices are suitable or feasible for Army adoption. If confirmed, I would ensure that Army leadership and major business process owners continue to survey commercial best practices for applicability to Army core business processes and implement those that promise better outcomes. As Secretary of the Army, I would actively engage business

leaders and solicit their input on how we can improve Army business processes. And finally I would rely on the Under Secretary of the Army, its CMO, to ensure we stay fully abreast of commercial developments.

28. How will you build internal expertise on the development of modern business practices, and develop methods to prototype and test those practices before initiating expensive business systems IT development and procurement programs?

The Army has learned from other significant DoD and U.S. Government Information Technology (IT) program failures and taken those lessons to heart. Before the Army begins the development and initiation of procurement of business IT system and in keeping with section 2222, the Army should first ensure it fully understands and streamlines the business processes they are designed to support. The Army believes it leads DoD in this practice. For example, before the Army began development of the Army's Logistic Management Program (LMP) Increment 2, teams of dedicated and knowledgeable Soldiers and Department of the Army Civilians assessed, updated, and documented the critical end-to-end business processes that LMP was designed to support. They were able to reduce the number of business processes requirements from 929 to 505 then integrated these requirements into 82 reengineered end-to-end processes for implementation. I believe that the CMO and the Business Transformation Office should continue to drive process improvements and ensure business system information technology fully supports efficient process performance. If confirmed, I will ensure the Army sustains and improves on these practices.

Headquarters Streamlining

The Fiscal Year 2016 National Defense Authorization Act directs reforms to consolidate the headquarters functions of the Department of Defense and the military departments.

29. If confirmed, what would be your role in streamlining functions, as well as identifying and implementing reductions in the Department of the Army headquarters?

If confirmed as Secretary of the Army, I anticipate playing a key and leading role in the analysis and streamlining of processes and functions in the Army. This is a role I have now played with all four Services. Increasing the readiness of our operating force by continuing to identify savings is paramount. I will be completely committed to pursuing such efficiencies. The Army has implemented a plan to reduce all its two-star (and above) headquarters by 25 percent over the period 2015-2019, and directed a comprehensive delayering of the Department Headquarters, which has increased supervisor span of control from 4 to 8 and eliminated 2 layers of bureaucracy. I

anticipate overseeing the continued implementation of those plans as well as identifying additional opportunities to streamline Army headquarters. This is work that never ends. It requires constant vigilance to ensure an institution is operating as efficiently as possible.

30. 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 as the Secretary of the Army, I will look for opportunities to consolidate and reduce, focusing on those areas which promise to provide the most return on investment. I will explore areas and functions where the Department of the Army deviates from best practices in the private sector. Not because the Army should necessarily resemble a business, but because those areas might be the most likely for significant transformation. As I make those assessments, I will be sensitive to the unique role the Army plays for our Nation, and the imperative to focus every resource possible on achieving and maintaining a high state of readiness. I look forward to working with this Committee and Congress as it explores possible changes to Goldwater Nichols that might result in further consolidations in the military departments.

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

Reducing redundancies and overlap among headquarters potentially represents major resource savings, which could be reapplied to generating increased levels of Army readiness, and would result in a Department that is more agile and responsive to rapidly evolving threats. Therefore, if confirmed as Secretary of the Army, I would work with the DoD and Department of the Army CMOs to analyze potential redundancies between the various DoD headquarters, figure out how to reduce those redundancies, then determine where the responsibilities would best be assigned. In some cases this means consolidating and centralizing functions, while in other cases it means delegating responsibilities to lower echelons. Striking the right balance would be paramount to any such review.

End Strength

In the FY16 budget request and Future Years Defense Program, the Department proposed making additional cuts to the Army's active and reserve component end strengths.

32. In your view, can the Army meet national defense objectives at the end strength levels proposed under the current budget agreement?

The Bipartisan Budget Act level of funding provides resources to support a total Army end strength of 980k (450k Active Component (AC); 335k Army National Guard (ARNG); 195k United States Army Reserve (USAR)) through Fiscal Year 2017. The Department anticipates sufficient funding in Fiscal Year 2018-2022 to continue to support this level of end strength, which is the lowest acceptable level to meet the Defense Strategic Guidance, but with growing risk. When the Quadrennial Defense Review (QDR) directed that the Army reduce to 980k, we did not foresee ISIL, an increasingly aggressive Russia, emerging extremist threats in Africa, or Ebola. The Army is challenged to meet current combatant commander demands and the requirements of the Defense Strategic Guidance to defeat an adversary in one major combat operation while simultaneously denying the objectives of an adversary in a second theater.

33. What about at the end strength levels that would be necessary in FY2018 after this budget agreement expires?

In the event of a return to the Budget Control Act levels of funding, the Army would be forced to reduce to 920k (420k AC, 315k ARNG, 185k USAR). At this end strength, the Army could not meet current combatant commander demands and the requirements of the Defense Strategic Guidance to defeat an adversary in one major combat operation while simultaneously denying the objectives of an adversary in a second theater.

34. What is your understanding of the Army's ability to meet these goals without involuntary separating soldiers who have served in combat over the past 10 to 15 years with the implicit promise that they could compete for career service and retirement?

The Army has an obligation to take care of each Soldier who has served honorably and in many cases, in harm's way for our nation. Unfortunately, the Army will not be able to continue to meet the end strength goals without having to resort to additional involuntary separations. The Army has tried very hard to minimize involuntary separations by reducing new accessions and utilizing greater promotion selectivity. Of the approximate 76k reductions since 2012, only about 4.4k (5.8 percent) were involuntary.

35. To what extent will the Army have to rely on involuntary separations through 2018? How will the budget agreement affect this?

Without any future increases to the budget, in order to achieve an AC end strength of 450k by 2018, a reduction of 40k Soldiers, the Army will require approximately 14k (35 percent) involuntary separations. Without the current budget agreement, future end strength would have potentially been lowered even further requiring an even higher percentage of involuntary separations.

36. To what extent will the Army utilize Temporary Early Retirement Authority to meet draw down targets?

The Army holds centralized selection boards with the highest quality and best performing Soldiers being retained based on projected future requirements of the Army. Those selected for separation are eligible for TERA (Temporary Early Retirement Authority). In recent years, approximately 10 percent of officer and 33 percent of enlisted involuntary separations have been eligible for TERA.

37. What programs are in place to ensure that separating and retiring service members are as prepared as they can be as they enter civilian workforce?

The Soldier for Life – Transition Assistance Program is the Army’s transition program responsible for providing transitioning Soldiers, Civilians, Family members, and Veterans with the counseling, employment and education workshops, career tracks, and career skills opportunities. This program implements the VOW to Hire Heroes Act of 2011 and the DoD policies in this area.

38. What is your understanding of the need for additional force shaping tools requiring legislation beyond what Congress has provided the past few years, to include extending the numerous authorities that expire at the end of the fiscal year 2018?

I understand that the Army has provided several legislative proposals for consideration and submission to Congress to further assist in force shaping. Additional authorities may be needed and, if confirmed, I will ensure that you are kept informed of any additional tools needed.

39. In your view, should the number of general and flag officers in the Army be reduced commensurate with the drawdown of total Army end strength?

As we reduce the Army, it may not look like a smaller version of its current self. Therefore, I would not necessarily link the number of general officers with overall Army end strength. But as the Army draws down, it seems likely that all ranks would decrease in some measure. In previous appointments, I have worked on reducing the number of

general and flag officers in the Departments of the Navy and Air Force. If confirmed as Secretary of the Army, I would direct a similar review to ensure the Army does not become top-heavy as it reduces end strength.

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

The AC, ARNG, and the USAR all have critical roles to play as part of the Total Force. The AC gives us responsiveness and flexibility; the Reserve Component (RC) gives us depth, staying power, and unique skills. The Army needs all three components in the right combination. The 2014 QDR establishes Army end strength at 980k (450k AC; 335k ARNG; 195k USAR). By Fiscal Year 2017, the AC/RC mix will be approximately 46 percent AC/54 percent RC. This is the same AC/RC mix that existed prior to the terror attacks of 11 September, 2001. The Army has the highest proportion of its total force in the RC (Navy: 84.9 percent AC/15.1 RC; USMC: 82.4 percent AC/17.5 percent RC; AF: 64.5 percent AC/35.5 percent RC).

Army Recruiting and Retention

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

41. How would you evaluate the status of the Army in successfully recruiting and retaining high caliber personnel during a period of sustained overall decrease in end strength?

I have observed the Army as it continues to attract the Nation's most talented young men and women, despite the challenging recruiting and retention market. Unfortunately, the national problem is that about 29 percent of all 17-24 year olds are eligible for military service. Regardless, the Army continues to recruit high quality personnel, with 97 percent being high school graduates, with only 0.4 percent CAT IVs and 11.2 percent requiring accession waivers for Fiscal Years 2012-2015. If confirmed, I will work other Army leaders to ensure sustaining the high-caliber All-Volunteer Force remains a strategic imperative for our Army.

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

If confirmed, my priority would be to maintain the viability of the All-Volunteer Force by ensuring we recruit and retain only the highest quality Soldiers during the drawdown. I will also ensure that the Army continues to develop screening measures that help identify applicants that are more likely to succeed in service and not leave the Army

before the end of their terms of enlistment. These measures offer the potential to significantly reduce training funds. I will ensure that leaders charged with the success of these programs have the tools needed to succeed.

43. What do you believe will be the effect, if any, of the new retirement system enacted this year on recruiting and retention in the Army?

It is too soon to tell. Current accession propensity research shows the top reasons that youth would consider joining the military are extrinsic: compensation, pay for education, and benefits (health, retirement, etc.). Based on this data, it appears that economic benefits are a major factor in the decision to enlist and stay in the military. The recent changes to the retired pay system must be accompanied with a robust training and education program to enable Soldiers to make informed financial decisions for themselves and their Families. If confirmed, I will work closely with the Secretary of Defense to implement the new system.

Readiness

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

As part of the Joint Force, the Army delivers decisive, expeditionary, and adaptive strategic land power for the Nation. Today, the Army has more than 140k Soldiers outside the U.S. in over 140 locations worldwide accomplishing a variety of Combatant Command military operations. Decreasing resources and reduced capacity has forced the Army to mortgage future readiness and response capabilities. As a result, currently, the Army has limited readiness depth and is challenged to defeat a regional adversary without having to utilize resources and units needed to simultaneously deter aggression, assure allies, and conduct foundational activities elsewhere in the world.

45. Is unit readiness the first priority of the active Army?

Readiness is the first priority of the Total Army. I fully concur with the Chief of Staff of the Army when he stated that “we, as leaders, must never allow our nation’s most precious asset, our sons and daughters, to go into harm’s way unprepared, lacking equipment, untrained, undermanned, or with less than competent leadership. That is a covenant with our Soldiers and our Nation that we must never break.” If confirmed, I would ensure the Army pursues this as its top priority.

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

Regardless of component, unit readiness is assessed utilizing the same standards of personnel, equipment on hand, training, and equipment readiness as dictated by law, the Office of the Secretary of Defense, and the Joint Staff. The Army has had to make difficult decisions in light of the constrained fiscal environment that has compromised readiness across all components. Stable and predictable funding will help to ensure that the Army National Guard and Army Reserves remain a force multiplier to sustain current operations and responding to homeland and Combatant Command contingency requirements.

47. What is your assessment of the Army readiness to lead a mobilization in a national emergency?

Throughout history, and most recently in fighting Northwest wildfires and responding to South Carolina flooding, the Army stands ready to respond to and lead during national emergencies. For war, we have never fully mobilized in the history of the All-Volunteer Force. As the Army returns to full levels of Decisive Action proficiency and transitions to a more sustainable force generation process, we are looking at ways to more rapidly mobilize the force in times of crisis.

Acquisition Issues

The National Defense Authorization Act for Fiscal Year 2016 made many changes to defense acquisition processes, including reinserting service chief influence and accountability into acquisition processes.

48. Do you support the acquisition reform provisions in the Fiscal Year 2016 National Defense Authorization Act?

I support the recent changes implemented in the Fiscal Year 2016 National Defense Authorization Act (NDAA) and appreciate the Committee's continued efforts to ensure that our acquisition process supports the delivery of dominant warfighting capabilities to our Soldiers. To that end, the recent NDAA includes significant provisions to recognize the role of the Service Chiefs as customers of the acquisition process and to streamline the acquisition process and eliminate unnecessary documentation and red tape. I also support efforts in the legislation to stimulate innovation and improve access to new technologies in the Army as it faces evolving threats and a declining technology advantage over our potential adversaries. Lastly, I applaud the Committee's ongoing efforts to strengthen and professionalize the Army acquisition workforce, who are responsible for the day-to-day oversight and management of Army programs.

49. What additional acquisition-related reforms do you believe the Committee should consider?

If confirmed, I would first assess the implementation and effects of the Fiscal Year 2016 NDAA reforms, along with the Department's ongoing efforts improve the acquisition process under the initiative. It is my understanding that the Department continues to work with the committee on the next phase of potential reforms and, if confirmed, I look forward to participating in these efforts in the Army.

50. How can the Department and the Army better access and integrate commercial and military technology to remain ahead of its potential adversaries?

The Army makes use of a broad range of commercial and military technologies across the spectrum of the weapons systems used by Soldiers. If confirmed, one of my priorities would be to ensure that the Army improves access to enabling technologies and innovative solutions from small businesses, the defense industry, and non-traditional sources to ensure that Soldiers retain the decisive overmatch in the battlefield. I understand that the Army has also maintained a robust level of investment in Science & Technology research to facilitate the development of those enabling technologies for Army weapon systems.

51. If confirmed, how will you synchronize your acquisition responsibilities with the Army Chief of Staff?

The Service Secretaries and Service Chiefs play critical roles in promoting successful acquisition programs by integrating requirements, personnel and resourcing efforts with acquisition strategies. If confirmed, under changes established under the Fiscal Year 2016 NDAA, I would work with the Chief of Staff to review and assess program objectives on a recurring basis and at key program milestones, to ensure that requirements tradeoffs are identified to prevent cost growth and mitigate program risks, and to ensure that program cost and schedule estimates are realistic and achievable.

The Chief of Staff brings a unique operational perspective that is invaluable when prioritizing military requirements. If confirmed, I would work closely with the Chief to identify those opportunities to address system requirements as a means to mitigate technical and design risk in our programs. Furthermore, the need for a talented, professional acquisition workforce cannot be understated. Access to talent in specialized areas, including engineering, contracting, and cost estimating, is critical to ensuring successful programs. If confirmed, I would work closely with the Chief of Staff to ensure the workforce is sized and trained to effectively and efficiently deliver warfighting capabilities to our Soldiers.

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

I believe that an adequately sized, well-trained, and professional workforce is critical to the success of Army programs. If confirmed, I would work with Army leaders to review and ensure that our workforce is sized and trained across all critical areas of expertise. In addition, I would work to ensure the Army is able to attract and retain talent in specialized career positions essential to Army acquisition programs.

53. 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 manage and reverse the acquisition problem?

It is my understanding that the Army acquisition workforce requires critical skills in a diverse range of disciplines, to include contracting, program management, systems engineering, cost estimating, and risk management, among others. If confirmed, I would first conduct a full assessment of recruiting and talent management tools developed for acquisition positions to determine what actions, if any, are required to promote greater success. Second, I would conduct a broad assessment of critical acquisition positions to determine where specific efforts are needed to address shortfalls or gaps. Lastly, if confirmed, I would work with the Army Chief of Staff to ensure that acquisition military personnel are sized and trained to manage and oversee acquisition efforts.

Audit Readiness

The Department of Defense and the Services remain 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, DoD has repeatedly failed to meet numerous congressionally directed audit-readiness deadlines.

54. What is your understanding and assessment of the Army's efforts to achieve a clean financial statement audit by 2017?

The Army's goal is to achieve auditable financial statements by September 2017. The Army continues to make progress toward this audit readiness goal by identifying deficiencies, addressing their root causes and implementing scheduled corrective actions. Achieving an audit opinion in Fiscal Year 2018 will depend largely on the progress of implementing corrective actions. Obtaining audit readiness is a large, complex change management effort requiring dedicated and committed leaders. If confirmed, the Army will remain fully committed to improving the quality of financial information and achieving audit readiness. I would closely monitor the execution of Army corrective actions and hold leadership accountable to achieve our audit readiness goal.

55. 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?

In my opinion, the Army is on track but will be challenged to achieve audit readiness objectives. The successive audits and testing show the Army is making significant progress improving its business processes and data. At the same time, the audits and testing also highlight significant areas where the Army has work remaining. The Army is making progress by developing and implementing Corrective Action Plans to address deficiencies identified in recently completed audits governing information technology controls and business process controls.

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

Adequate financial systems that comply with accounting standards are needed. Current legacy systems that feed into new enterprise systems hinder audit-compliance. If confirmed, I will work to further eliminate legacy systems and move capability to our modern systems. Change management is critical, and the Army must continue to adopt standard business processes and correct internal control deficiencies. Additionally, having adequate personnel resources to address audit needs is a significant challenge. The Army must ensure the appropriate amount of staffing and training of qualified personnel.

57. 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, under my leadership, the Army would continue to invest in the systems, internal controls, and human capital changes needed to build and sustain audit readiness. I will enforce standard business practices and involve and commit leaders from Headquarters Department of the Army down to the lowest levels of the Army. I will work with senior leaders to establish a culture that embraces audit readiness. I will assess Army progress on a regular and consistent basis and will reinforce the governance structure in place.

Army Modernization

In general, major Army modernization efforts have not been successful over the past decade or more. Since the mid-1990's, 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 DOD 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 DOD 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.

58. What is your assessment, if any, of the Army's modernization record?

Recent progress in major acquisition programs show that the Army has incorporated lessons learned from prior cancelled programs, which were driven by many factors, to include unpredictable funding, shifting Army priorities, and unrealistically ambitious requirements and program schedules. If confirmed, I will do my best to ensure major Army modernization programs prioritize these lessons learned and incorporate sound, realistic planning and prioritize achievable requirements that mitigate unnecessary technical and design risk. I would also work to ensure that programs are effectively managed and receive stable and predictable resources, to the fullest extent practicable.

59. What is your assessment of the Army's Combat Vehicle Modernization Strategy?

My understanding is that the Army's Combat Vehicle Modernization Strategy focuses on balancing lethality, mobility, and protection against emerging threats in the development of new capabilities for Brigade Combat Teams. In the near and mid-term, my understanding is that the Army will continue investment in lethality and protection upgrades for the Armored Brigade Combat Teams through upgrades to the Abrams Tank and Bradley Infantry Fighting Vehicle, while developing the Armored Multi-Purpose Vehicle as a needed replacement for the M113 personnel carrier. My understanding is that the Army will also invest in enabling technologies to support the improved capability of current platforms, such as the 3rd Generation Improved Forward Looking Infrared Radar. If confirmed, I look forward to participating in the ongoing development and execution of the Army's investment strategy in this critical area.

60. What is your assessment of the Army's Tactical Wheeled Vehicle Strategy?

My understanding is that due to ongoing fiscal constraints, the Army's current Tactical Wheeled Vehicle Strategy calls for a mixed fleet of tactical vehicles to meet current and emerging requirements. I understand that the Army will continue to prioritize development of the Joint Light Tactical Vehicle (JLTV) and maintain a combination of High Mobility Multipurpose Wheeled Vehicles, Mine-Resistant Ambush Protected vehicles and other tactical vehicles to address diverse mission sets. The JLTV will provide enhanced warfighting capabilities to Combatant Commanders, such as, increased mobility in operational environments, increased power for Mission Command, more capable medical evacuation and recovery, and improved sustainment. The Army is also making significant investments to modernize and increase the protection levels of all its tactical wheeled vehicles.

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

A successful modernization strategy must focus on providing capabilities that satisfy combatant commander requirements for the Joint Force. To achieve this, these programs must have predictable funding coupled with realistic and achievable requirements prioritized to allow for trade space. If confirmed, I will work with the Army acquisition, requirements and resourcing community, as well as OSD and Congress, to ensure that Army programs are initiated and executed on the basis of sound planning, stable requirements, and needed resources.

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

Since 2012, investments in Research, Development and Acquisition have declined by approximately 30 percent. Given these constraints, my understanding is that the Army has prioritized incremental upgrades to existing platforms, like AH-64E and the Bradley Engineering Change Proposal, while pursuing limited investment in new systems like the JLTV and the Improved Turbine Engine Program. In addition, my understanding is that the Army has maintained a robust level of investment in Science and Technology research and development, in order to pursue the maturation of enabling technologies in support of deferred modernization efforts in the future. If confirmed, I would work to ensure that the Army's modernization investment strategy is informed by emerging threats, the rapid pace of evolving technology, including technology developed by the commercial sector as well as those capabilities accessible to potential adversaries, and concerns regarding obsolescence in weapon systems.

63. 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?

If confirmed, I would first conduct a full assessment of the Army's planned investment strategy against current and emerging threats and future requirements to determine the sufficiency of current strategy. The Army's investment strategy in recent years has been challenged by significant fiscal constraints that limit the amount of near-term investment in new warfighting capabilities.

64. If confirmed, what other investment initiatives, if any, would you pursue in this regard?

If confirmed, I would assess emerging threats as well as current and future requirements to determine which investment priorities require new focus. One area of focus must be the defense against cyber and electronic warfare threats.

65. If confirmed, what actions, if any, would you propose to ensure that all these initiatives are affordable within the current and projected Army budgets?

If confirmed, I will work with Army leaders to ensure that programming and budgeting activities consider investment needs in these areas as part of regular planning and review efforts.

66. In your view, what trade-offs, if any, would most likely have to be taken should budgets fall below or costs grow above what is planned to fund the Army's modernization efforts?

If budgets fall further or costs grow above what is planned, my understanding is that the Army will have to make tough choices, to include delaying or potentially terminating programs to address affordability constraints.

67. In your view, should the Army trade-off requirements within a program in order to make that program affordable?

Yes. As reflected in new requirements under the Fiscal Year 2016 NDAA, my understanding is that trade-offs in system requirements should be addressed in acquisition programs as they proceed through the design and development phases. This approach helps to mitigate technical risk and prevent cost growth in acquisition programs. If confirmed, I would work with the Chief of Staff and the Assistant Secretary of the Army (Acquisition, Logistics & Technology) to ensure that these and other best practices are utilized, as appropriate, in the Army.

Army Weapon System Programs

68. 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?

a. Warfighter Information Network-Tactical.

The Warfighter Information Network Tactical (WIN-T) program provides the Soldier with a “Networking on-the-move capability” while strengthening the Army's Tactical Network modernization efforts. WIN-T is a secure, high-speed, high-capacity networking backbone for mobile, ad-hoc networks in tactical environments. WIN-T meets operational requirements through its continued support of combat operations, as is evident through its deployment in Iraq and Afghanistan today. The WIN-T program is focused on the development of thoroughly tested key networking capabilities that are currently deployed and utilized by warfighters in Afghanistan. Although the WIN-T program was subject to a Nunn-McCurdy breach in 2007, it is my understanding that the program was restructured and is now within cost, timeline, and performance against current requirements. Since 2007, two increments of the program were successfully delivered.

b. Distributed Common Ground System- Army.

The Distributed Common Ground System-Army (DCGS-A) is the Army's weapon system for Intelligence Analysts supporting current operations worldwide in Africa, Afghanistan, Iraq, and Korea. DCGS-A synchronizes, integrates and provides information to intelligence analysts from battalion to theater through a Global Network of “brains”, connecting Army commanders and intelligence analysts to the Intelligence Community and one another. It allows users to select and pull from DCGS-A's over 700 data sources, perform analysis, and share intelligence products generated from that analysis. DCGS-A is a globally interoperable suite of intelligence collection systems and processors supporting mission command throughout the full range of military operations.

As we continue to provide our Soldiers with the best capabilities industry has to offer, the Army has initiated the follow-on to the current program. It is my understanding that planners for DCGS-A Increment 2, the next iteration of DCGS-A, have solicited feedback from industry on ways to integrate new

capability and technologies into the program. Soldiers have complained about the user interface, and the Army has made accommodations while working to address this issue. If confirmed, I will review this program with a fully open mind to ensure that Soldiers have the best available tools to meet the needs of the Army and take into account Soldier feedback concerning the user initiative.

c. Stryker combat vehicle, including the Stryker Lethality Upgrades.

The Stryker Combat Vehicle program continues to remain a significant part of the Army's force structure for the foreseeable future and continues to prove its success in Iraq and Afghanistan. The Army is pursuing upgrades to increase both the lethality and survivability of the fleet in response to urgent operational needs.

As a result of poor performance against improvised explosive devices, the Army retrofitted Stryker vehicles with a more survivable Double V-Hull designed underside. It is my understanding that numerous lives have been saved in Afghanistan due to the blast-deflecting Double V-hull improvements.

In an effort to increase the lethality of the Stryker vehicles against emerging threats, the Army will integrate a 30mm cannon with an unmanned remote turret onto 81 Stryker Infantry Carrier Vehicles. This upgrade will provide an improved direct fire weapon system to support infantry at a greater range whilst improving the lethality of the Stryker fleet against a wide array of targets. Congress recently approved funding to begin Stryker lethality improvement upgrades in response to an Operational Needs Statement.

It is my understanding that the Stryker Combat Vehicle program is within cost, timeline, and performance.

d. Joint Light Tactical Vehicle (JTLV).

The Joint Light Tactical Vehicle (JLTV) is a joint Army and Marine Corps development program consisting of a Family of Vehicles that are capable of performing numerous key mission roles to support the modernization of its tactical wheeled vehicle fleet. The JLTV design will allow for the protection, sustainment, and networked mobility for personnel and payloads across the full spectrum of military operations. The JLTV will provide more off-road mobility, fuel efficiency, and reliability than Mine-Resistant Ambush Protected All-Terrain Vehicles while addressing force protection performance and payload limitations in current High Mobility Multipurpose Wheeled Vehicles. It is my understanding that the JLTV program is within cost and performance baselines. The schedule was delayed due to the Government Accountability Office review of the Lockheed Martin protest. The extent of further delays based on the U.S. Court of Federal Claims review is unknown at this time.

e. M1 Abrams tank modernization.

The Abrams Tank modernization will focus on incremental improvements to the Abrams tank through Engineering Change Proposals that will improve mobility, lethality, and protection as well as provide the ability to accept future network and protection upgrades. The Abrams tank is anticipated to be the Army's primary ground combat system through at least 2045. Based on remanufacturing, the average age of the current Abrams tank is between six and seven years. Following lessons learned in Iraq, the Army is pursuing incremental improvements to the Abrams tank designed to improve protection and lethality, address identified power deficiencies, and provide the ability to accept improved radios and protection upgrades. Through these enhancements, the Abrams Tank will be able to maintain its leading edge in measures of survivability, lethality, and maintainability. It is my understanding that the Abrams Tank modernization program is within cost, timeline, and performance.

f. M2 Bradley infantry fighting vehicle modernization.

The Bradley Family of Vehicles has been an integral part of the Army's force structure for decades, and through critical upgrades and modernization of the fleet, will be continue to be so for the foreseeable future. The Army is making incremental improvements to the Bradley variants to address identified power deficiencies, improve protection and provide the ability to accept improved radios and protection upgrades. Two Engineering Change Proposals to the Bradley fleet are designed to upgrade the mobility, power generation and cooling capabilities lost by increasing the survivability and upgrading the tactical communications network. It is my understanding that the M2 Bradley infantry fighting vehicle modernization program is within cost, timeline, and performance.

g. Paladin Integrated Management (PIM) self-propelled howitzer modernization.

The Paladin M109A7 Family of Vehicles, formerly known as the Paladin Integrated Management (PIM), will replace the current Paladin M109A6 Self Propelled Howitzer and Field Artillery Ammunition Support Vehicle starting in Fiscal Year 2017. The M109A7 program delivers responsive, all-weather, operationally adaptable, offensive and defensive fires in support of the Armored Brigade Combat Team maneuver force. It is able to keep up with the Abrams and Bradley. It is my understanding that the PIM modernization program is within cost, timeline, and performance.

h. Armored Multipurpose Vehicle (AMPV).

The Armored Multi-Purpose Vehicle (AMPV) will replace the M113 Family of Vehicles (FoV) at the brigade level and below within Armored Brigade Combat Team. The M113 FoV have become operationally irrelevant due to inadequate mobility, survivability, and force protection, as well as the lack of size, weight, power, and cooling necessary to incorporate future technologies. The AMPV will have variants capable of five performance missions: General Purpose, Mortar Carrier, Mission Command, Medical Evacuation and Medical Treatment. The first prototypes are scheduled to be delivered in December 2016. It is my understanding that the AMPV program is within cost, timeline, and performance.

i. AH-64E Apache modernization and Manned-Unmanned Reconnaissance.

The Apache is the Army's only heavy attack helicopter. The Apache is an invaluable asset on the modern battlefield. It provides Close Air Support to our warfighters both in Iraq and Afghanistan. The Apache dates back to the 1980's, and the latest version, the AH-64E, is the second remanufacture of that proven system.

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

The MUM-T capability and the Apache modernization efforts are delivering and sustaining capabilities that are suitable, reliable, and greatly enhance survivability for our Soldiers. It is my understanding that the AH-64E Apache modernization and Manned-Unmanned Reconnaissance programs are within cost, timeline, and performance.

j. Joint Tactical Radio System (JTRS).

The Mid-Tier Vehicular Networking Radio (MNVR), Handheld Manpackable Small Form Fit (HMS), and Airborne Maritime Fixed-Station (AMF) radios comprise the network modernization effort of the Army's tactical network and communications. The radios provide man-portable, vehicle-mounted, and aerial communication and data transport services for the Tactical Network. The Army's new strategy for the acquisition of these systems is to conduct full and open competition for Industry Research and Developed (IRAD) radios. All man-portable and vehicle-mounted radios are now in procurement, source selection, or planned for solicitation in this fiscal year (FY). Defense industry has demonstrated it can deliver products that meet current operational requirements

and at lower cost. Operational testing for suitability, reliability, effectiveness and survivability will occur from FY16-FY19 and fielding beginning FY17. The Army is currently reassessing the requirement for a mid-tier network capability, which will determine the future of MNVR. Based upon the new acquisition strategy, the HMS program has met all requirements and is within cost, timeline, and performance. The AMF program schedule is within cost, timeline, and performance. Within the AMF program, the Small Airborne Link 16 Terminal (SALT) program was closed-out at the end of August 2015.

k. Joint Multi-Role rotorcraft program.

The Joint Multi-Role Technology Demonstrator is a Science and Technology effort intended to mitigate risk by helping to inform capabilities and requirements for the planned Future Vertical Lift Program. This will be achieved through the testing of advanced technologies and efficient configurations. It is my understanding that the Future Vertical Lift program is not yet an acquisition program, therefore it does not have a cost and schedule baseline.

l. Small arms modernization.

The Army continues to pursue modernization efforts across all small arms weapon systems and remains committed to the continuous pursuit of next-generation capabilities. The Army's small arms research, development, and acquisition efforts are focused on developing weapons system improvements that will enhance the lethality, target acquisition & tracking, fire control, training effectiveness, and reliability of weapons. The Army is reviewing current weapon system capabilities with the goal to increase firepower, reduce weight where feasible, and provide enablers to improve operational capability and functionality.

The goal of the Army's small arms modernization programs is to provide Soldiers with world-class weapons systems that achieve overmatch over any adversary and that are suitable, reliable, and survivable on current and future battlefields. Modernization programs include the XM17 Modular Handgun System and the XM25 Counter Defilade Target Engagement weapon system, as well as upgrades to existing systems such as the M2A1 Machine Gun and the M4A1 Carbine. It is my understanding that small arms programs are currently within cost, timeline, and performance.

m. Personal protective equipment modernization.

The Army is constantly working to reduce the weight and improve the performance of its current Personal Protective Equipment (PPE) to provide Soldiers with the best equipment in the world. Soldiers are equipped with a complementary suite of protective capabilities (body armor/combat helmets) that

guard against multiple threats associated with ballistic, blast, and blunt force events, including ballistic projectiles and fragmentation from improvised explosive devices.

The Army's next generation PPE system is the Soldier Protection System (SPS). The objective of the SPS program is to develop a modular, scalable, and tailorable system that is designed to defeat current threats at a reduced weight. It is my understanding that the Army's PPE modernization program is within cost, timeline, and performance.

n. AN/TPQ-53 Counter Fire RADAR.

The AN/TPQ-53 (Q-53) Counter Fire Radar detects, classifies, tracks and determines the location of enemy indirect fire. Designed to replace the current Q-36/37 Counter Fire Radars, the Q-53 is a new generation of counter fire sensor with the flexibility to adapt to uncooperative adversaries and changing missions, a vital capability on today's battlefield. The Q-53 provides enhanced performance including greater mobility, increased reliability and supportability, and the increased capability to determine the location of enemy fire in either 360-degree rotating or 90-degree stationary modes. It is my understanding that the AN-TPQ 53 radar is on track from a cost and schedule perspective. The radar was initially unsuccessful in meeting the operation test objectives due to performance related issues during the Initial Operational Test and Evaluation in Fiscal Year 2014. However, the program successfully completed a second IOT&E in June 2015. In a report to Congress dated November 2, 2015, the Director, Operational Test and Evaluation noted full support of the Q-53 proceeding to Full-Rate Production.

Mine Resistant Ambush Protected (MRAP) Vehicles

69. What is your understanding and assessment of the Army's long term strategy for the retention, disposal, utilization, and sustainment of its large MRAP vehicle fleet?

The Army is retaining the best, most modern MRAPs necessary for its requirements. When appropriate, excess MRAPs are being made available to other agencies, activities, and nations. If confirmed, I will review the Army's MRAP strategy and make recommendations as necessary.

70. How does the MRAP strategy synchronize with the strategies for the Combat Vehicle and Tactical Wheeled Vehicle?

The Mine-Resistant Ambush Protected (MRAP) is a tactical wheeled vehicle and is nested within the Tactical Wheeled Vehicle (TWV) Strategy. The TWV Strategy was approved in December 2014. MRAPs complement the Combat Vehicle Modernization

Strategy (CVMS) by providing assured protected mobility in key command and control (C2) nodes in the Infantry Brigade Combat Team and Stryker Brigade Team, and at the Division Headquarters level. In addition, MRAPs are allocated to Military Intelligence Companies to provide mobile signal intelligence capability and Composite Truck Companies to provide convoy protection platforms. The current enduring general MRAP fleet requirement is 8,585, in three models: MRAP All-Terrain Vehicle (M-ATV), the MaxxPro Dash, and the MaxxPro Long Wheel Base Ambulance. MRAPs provide protected mobility in wide area security missions, characterized by high improvised explosive device, rocket propelled grenades, and mine threat environment. MRAPs also provide protected ground ambulance capability to the operational force. The majority of the enduring general purpose MRAPs are allocated to Army Prepositioned Stocks and operational sets; with additional training sets for pre-deployment training. In addition, approximately 2,500 MRAPs were repurposed for route clearance and explosive ordnance disposal mission sets.

Army-related Defense Industrial Base

71. 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?

The Defense Industrial Base (DIB) includes public and private sector world-wide industrial complex capabilities. The Army continually assesses the commercial and organic components of the DIB to ensure that the Army appropriately manages and maintains a viable, cost-effective, and ready industrial base. The Army works closely with the Office of the Under Secretary of Defense Acquisition, Technology and Logistics (OUSD(AT&L)) Manufacturing and Industrial Base Policy office to identify fragile and critical suppliers and to take appropriate actions to mitigate risks. The Army also works with its internal resources and contractors to evaluate performance and identify critical capabilities in the organic industrial base to sustain readiness. The Army continually strives to strengthen the cost competitive position of its depots and arsenals by promoting Public-Private Partnerships with the commercial sector and by supporting Foreign Military Sales.

If confirmed, I will review the Army's industrial base strategy and make any needed recommendations while maintaining compliance with legal and policy requirements.

72. 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 Army must and does consider the abilities of and impacts to the industrial base when making acquisition decisions. This requires the Army to anticipate funding constraints that call for a balanced strategy, focused on: science and technology investment, select investment in new capabilities, incremental upgrades to existing

platforms, reset of current equipment, and divestiture of legacy systems. Additionally, the strategy targets technology investments and increasing commonality to avoid operations and sustainment cost.

73. 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?

The Army's goal would be to increase the level of interaction with the OUSD(AT&L), Defense Logistics Agency, Defense Contract Management Agency, Department of Commerce and other federal agencies to conduct industrial base Fragility and Criticality assessments. Increased interaction will better focus the Army's attention on the most critical areas of supplier risk and enable the Army to take actions to strengthen supply chains within the industrial base.

It is my understanding that the Army also plans to apply additional emphasis on supply chain viability by devoting available resources to harness commercially available supply chain risk analysis tools that are available to identify at-risk suppliers to assure an uninterrupted flow of materiel.

Army Science and Technology

74. 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?

The Army's Science and Technology (S&T) mission is to identify, develop and demonstrate technology options that inform and enable effective and affordable capabilities for the Soldier. Army S&T develops technology to address current problems faced by the Warfighter around the globe by improving upon current system capabilities and mitigating emerging threats. The Army also depends on its S&T program to help prepare for the future, mitigating the possibility of technical surprise and ensuring that we remain dominant in any environment.

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

The Army has initiated a long-term strategic look at its modernization investment strategy, including planning, programming and budgeting for acquisition Programs of Record (PoRs) across their life cycles and across the full spectrum of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy. From an S&T perspective, this informs the research and development community of windows of

opportunity for technology insertions into ongoing PoRs and indicates when to start S&T investments targeted for replacement platforms. If confirmed, I will work with the Army's S&T community to continue take a long-term view that closely align S&T programs with PoRs within available funding to ensure successful transition of technologies to the Warfighter.

76. 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 use established metrics such as the alignment of S&T to Warfighter needs. I will challenge the S&T community to continually assess whether we are appropriately invested and make adjustments if necessary to meet Warfighter needs.

77. How important is the enhancement of Positioning, Navigation and Timing (PNT)?

Enhancement of Positioning, Navigation and Timing (PNT) is critical to the Army. The Army has created a dedicated, direct reporting Program Manager to coordinate and manage PNT modernization and address current threats. Having accurate PNT information is fundamental to our forces' ability to maintain initiative, coordinate movements, target fires and communicate on the move. The Army is the largest user of PNT in the Department of Defense.

As the threat environment changes and our adversaries become more sophisticated in attacking existing Global Positioning System (GPS) capabilities, it is essential for the Army to achieve assured PNT through other means. The Army is actively working with the Air Force, the Office of the Secretary of Defense and other stakeholders to execute the congressionally mandated transition to Military GPS User Equipment.

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

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

The expertise resident in the Army laboratories provides the opportunity to rapidly respond to emerging needs in current operation, while developing the technologies that will enhance the Army's ability to prevail in future conflicts. Both advanced and basic research are the key to maintaining our technical edge.

79. 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?

If confirmed, I will evaluate the specific issues and challenges facing Army laboratories and centers and personnel policies. I will ensure that existing authorities are being used appropriately to sustain a high quality Science and Technology enterprise, and will work with Congress on any new authorities I feel are necessary.

80. 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?

Yes, I support the full use of these authorities as established by Congress under the Laboratory Personnel Demonstration Program that give the Army RDECs the necessary flexibility to ensure they can remain competitive with the private sector. If confirmed, I would work with Congress to see if authorities need expanding.

81. 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?

Yes, adequate personnel authorities are necessary. It is my understanding that all the RDECOM laboratories and centers are currently part of the Laboratory Personnel Demonstration Project and are already employing the enhanced personnel authorities.

82. 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 examine this issue to better understand the potential impacts of a separate personnel system. I believe it is critical the labs and engineering centers have all the necessary tools and/or authorities to attract and retain the highest quality scientific and engineering personnel.

83. 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?

If confirmed, I would engage with the appropriate Army organizations to better understand the challenges facing our Science and Technology infrastructure. I will look for ways to ensure our labs and centers have the necessary infrastructure to develop and evaluate technology for the Warfighter.

84. 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?

Yes. The Army faces competition from the private sector for high-skilled scientists and engineers with critical skills. The Army also must continue to invest in Science, Technology, Engineering, and Mathematics education to grow the next generation of clearable scientists and engineers. If confirmed, I will work with the Army to identify ways to expand outreach programs to get our youth excited about STEM.

Army Test and Evaluation (T&E) Efforts

85. If confirmed, how will you ensure that the Army's test and evaluation infrastructure is robust enough to ensure that new systems and technologies are tested to verify their combat effectiveness and suitability?

I am very aware of the importance of a robust test and evaluation infrastructure to enable informed decisions regarding weapon systems and technology acquisition. I plan to attain sufficiently robust test and evaluation infrastructure through consultation with the Army's Acquisition Executive and leaders in the Army's test and evaluation community, as well as through the Army's continuous coordination with the Director of Operational T&E and the Director, Test Resource Management Center.

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

I will seek end-user feedback concerning the Army's ability to adequately test as well as consider the input of my test and evaluation advisors concerning current and future assessment of the required quality of the Army's T&E infrastructure.

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

I will emphasize the importance of high-quality, timely operational testing of all Army weapon systems and other technologies to the Army's acquisition and T&E communities and endeavor to emplace the resources, skill sets and leadership to effect testing under operationally realistic conditions.

Army Information Technology Programs

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

The Army, in conjunction with the other Services, has synchronized efforts to accelerate network and information technology (IT) modernization. The objectives of modernization are to: protect against and defeat the rapidly growing number of cybersecurity threats; increase network capacity; make network operations more efficient; and achieve economies of scale and better interoperability through shared enterprise solutions. The Army must continue to streamline the process and timeline for acquisition of IT and cyber capabilities in order to quickly transition the infrastructure, applications and tools needed to stay ahead of the persistent threat, rather than remaining in a reactive posture. Also, the Army's current level of investment puts us on track to achieve a modernized network by 2023; however, I believe we should increase investment now in order to achieve a modernized and secure network by 2019. In addition to more rapidly enabling effective information sharing among commanders and Soldiers, accelerated investment would reduce the risk of unplanned costs associated with remediation of cyber attacks.

89. 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?

The CIO/G-6 is partnered with the Army's Office of Business Transformation to promote continuous process improvement to gain efficiencies and ensure leaders have an understanding of the IT systems supporting process execution. The Army is working hard to eliminate redundant IT capabilities and encourage leaders to seek out enterprise solutions before generating unique IT requirements.

Key factors in the cultural change required to embrace enterprise solutions include promoting cooperation and greater trust in shared network security risk. The Army is significantly underway in network modernization effort to build the necessary capacity at the posts, camps, and stations to enable critical business and warfighting functionality such as effective integrated data; live, virtual, constructive training; home station mission command; and an integrated training environment which are essential for readiness. A

reliable, secure network is fundamental to cultural acceptance.

90. 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?

The Army's strong relationship and heavy reliance on the Defense Information Systems Agency (DISA) impacts a number of IT efforts to include Joint Enterprise Licensing Agreements to optimize purchasing power and Joint Regional Security Stacks (JRSS) which establishes a defensible security perimeter for the global DoD Information Network. Today, for example, Joint Base San Antonio (JBSA) actually passes both Army and Air Force traffic on the same, secure infrastructure, a significant step forward in efficiency and example of Army-DISA work on JRSS. The Army also consumes enterprise services provided by DISA. These include, but are not limited to, Defense Enterprise Email and application migration and hosting. As the JBSA example above shows, DISA in return is leveraging the Army's IT efforts to continue to mature a joint information environment across the DoD.

91. How will you ensure that appropriate business process reengineering is undertaken and accomplished before initiating new business systems, IT program development, and deployment?

The law requires the completion of business process reengineering before any new information technology system is developed or incremental improvements to existing systems are undertaken. The Under Secretary of the Army in his roles as CMO and Army Pre-Certification Authority must certify to the OSD DCMO that business process reengineering has been completed before the Army receives the DCMO certification to commit funds. The Army Business Council, Army Business Mission Area Domains, and business process and business systems owners support the Under Secretary of the Army in this task. They do so in accordance with a full range of Army policies by reviewing by-system business process reengineering efforts and supporting documentation and making recommendations to the Under Secretary of the Army on whether or not to pre-certify to the DCMO that business process reengineering has been accomplished to a sufficient degree to support certification and continued development and procurement. If confirmed, I will charge the Under Secretary of the Army to remain vigilant in this important area of business management and ensure strict adherence to this existing statutory and policy requirements.

92. What role will the Army's research and testing enterprise play in the development and deployment of Army business IT systems?

Army Science and Technology (S&T) efforts are largely focused on tactical systems and software. Business IT systems are not an area of S&T that the Army typically invests in, relying instead on the commercial industry as lead. One area the Army should further explore is in cyber, as current techniques in development for tactical applications have already been identified as having potential application for business enterprise IT.

Investment in Infrastructure

Witnesses appearing before the 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 DOD installations has 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.

93. What is your assessment of Army infrastructure investment?

The Army must balance available funding between unit readiness, equipment modernization, and infrastructure/facilities readiness. Significant pressure on the budget has left the Army with little choice but to underinvest in facilities, impacting the Army's ability to sustain its current infrastructure. The Army is the largest real property holder in the federal government, with an infrastructure maintenance backlog that continues to grow. This situation is a direct result of underfunding installation readiness to provide additional resources for unit readiness. This budgeting strategy comes with significant risks as continued funding pressures will inevitably result in higher future costs to taxpayers as small maintenance issues grow into large problems.

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

If confirmed, my focus will be to work closely with Congress to maintain investments in critical Army facilities, while reducing our overall infrastructure portfolio. The recently enacted budget agreement is a positive development, but continued predictable funding is critical to ensure efficient and effective management of Army infrastructure. In addition, fully funding installation readiness accounts is essential to preventing larger and more expensive issues from continuing to develop.

Base Closure and Realignments

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

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

Yes. Senior Leaders within the Defense Department and the Department of the Army have consistently argued for another round of BRAC to reduce excess infrastructure, and I agree. In an era of declining budgets and force reductions, the Army cannot afford to maintain excess and underutilized infrastructure. BRAC re-balances infrastructure with force structure and saves significant sums of money.

96. 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?

The Army must follow the process and criteria that the Congress establishes. It requires an objective, and well-documented analysis focused on reducing capacity, not capabilities. If confirmed, I will ensure the Army uses the military value analysis as the primary tool, treating all bases equally, using the approved 20-year force structure plan and statutory criteria to develop recommendations.

97. 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 will ensure that resources are made available to assist affected local communities in planning the redevelopment of surplus Army properties, and that the Army uses its property disposal authorities in a manner that is consistent with those locally-developed plans. Specific Army responsibilities for property disposal will depend on the recommendations that are approved.

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.

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

Army Transformation drove cost growth and reduced the savings in the 2005 BRAC round. The Army force structure was increasing and tens of thousands of Soldiers were relocating to bases in the U.S. from existing overseas bases, requiring substantial construction of new facilities. Nearly half of the 2005 BRAC recommendations focused on opportunities to significantly improve military value by using the BRAC authority to

move forces and functions. I understand that the 2005 BRAC round, however, is still saving the Army \$1 billion per year on a net \$13 billion investment (with a 7.7 percent annual investment yield).

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

Compared with 2005 BRAC, the three BRAC rounds of the early 1990s focused more on infrastructure consolidation and cost savings to align installations with a reducing force structure. A future BRAC would have short payback periods and look more like the 1990s-era BRAC rounds. The payback for Army BRAC recommendations during those 1990s rounds averaged 3 years.

Religious Guidelines

100. 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?

Yes. Within operational constraints, Department policies appropriately accommodate the free exercise of religion and other beliefs, including appropriate individual expressions of belief, without impinging on those who have different beliefs, including those with no religious beliefs.

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

Yes, current law and policy protect individual expressions of belief, or non-belief that do not have an adverse impact on good order and discipline.

102. 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 beliefs?

Yes. It appears the Army's training of its Chaplains and their practices strike an appropriate balance. The Army does not have a policy regarding public prayer by Army chaplains. The Army's trains its Chaplains to take into account and be considerate of the diversity of any audience when praying in public. Commander and Chaplain supervisors are responsible for ensuring religious beliefs and expression are protected. If confirmed, I will ensure this approach remains the practice.

103. What is your assessment of measures taken at the Military Academy to ensure religious tolerance and respect?

The Superintendent takes this issue very seriously and holds frequent sensing sessions to review religious tolerance. The USMA Chaplain's office has developed rules for religious discussions among cadets, faculty, and staff and has issued guidance for attending religious events. If confirmed, I will consult closely with the USMA Superintendent to assess the effectiveness of these efforts at USMA and will monitor this area carefully across the entire force.

Religious Accommodations Concerning Uniform and Grooming Standards

104. Do you believe there continues to be a justifiable rationale for denying sincere requests for religious accommodation from Sikhs, Orthodox Jews, and others concerning uniform and grooming standards when, according to the Army, tens of thousands of shaving profiles have been granted in recent years, including for soldiers operating in combat zones, as well as hundreds of exceptions to the Army's tattoo policy, including waivers for religious-themed tattoos that include images of crosses, biblical verses, and an image of Jesus Christ?

Consistent with federal law and DoD policy, decisions regarding requests for religious accommodation must be made on a case-by-case basis. Under DoD policy, the request for accommodation may only be denied if that is the least restrictive means of furthering a compelling government interest, including military necessity, operational requirements, military readiness, unit cohesion, good order and discipline, safety, and health.

105. Have these shaving profiles and tattoo waivers, described in the June 2015 decision of the District Court for the District of Columbia concerning the Hofstra University ROTC cadet, harmed unit cohesion in any way? If so, please explain.

I am not aware of evidence that shaving profiles or tattoo waivers have harmed unit cohesion in any individual cases.

106. Have the grooming and uniform standards accommodations that have been granted to Sikhs, Orthodox Jews, and others to date harmed, in any way, unit cohesion? If so, please explain.

I am not aware of any harm to unit cohesion based on these decisions. This reinforces the continued need for a case-by-case analysis of each requested exception to policy to ensure they do not.

Delivery of Legal Services

107. 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?

The General Counsel is the legal counsel to the Secretary of the Army and the chief legal officer of the Department of the Army. The General Counsel's duties include coordinating legal and policy advice to all members of the Department regarding matters of interest to the Secretariat, as well as determining the position of the Army on any legal question or procedure.

The Judge Advocate General of the Army is the legal adviser to the Secretary of the Army, the Chief of Staff of the Army, the Army Staff, and members of the Army generally. The Judge Advocate General directs the members of the Judge Advocate General's Corps in the performance of their duties and, by law, is primarily responsible for providing legal advice and services regarding the Uniform Code of Military Justice and the administration of military discipline.

If confirmed, I will respect these important but separate roles and responsibilities.

108. What are your views about the responsibility of the Judge Advocate General of the Army to provide independent legal advice to the Chief of Staff of the Army?

No officer or DoD employee should interfere with the ability of The Judge Advocate General to give independent legal advice to the Chief of Staff of the Army. The Judge Advocate General is not appointed by the Chief of Staff, and the Chief of Staff does not have the personal authority to remove her. This enables The Judge Advocate General to provide independent legal advice.

109. What are your views about the responsibility of staff judge advocates within the Army to provide independent legal advice to military commanders throughout the Army establishment?

Staff Judge Advocates understand that the Army is the client and they are trained and instructed at The Judge Advocate General's Legal Center and School on the importance of providing independent legal advice to commanders. I fully support the statutory provision that prohibits any officer or DoD employee from interfering with the ability of judge advocates to give independent legal advice to their commanders.

Judge Advocate General Corps Resourcing

110. What is your understanding of the current and projected manpower requirements in the Army JAG Corps?

My understanding is that the Army JAG Corps is currently manned at just over 100 percent of its total authorizations. The Army has a legal support team of over 10k personnel in the Active and Reserve Components including Judge Advocates, Legal Administrators, Paralegal Soldiers, Civilian Attorneys and Civilian Paraprofessionals. I understand that the current and projected authorizations in the Army JAG Corps are sufficient to meet its present manpower requirements.

111. If confirmed, will you review the judge advocate manning within the Army and determine whether current active-duty strengths are adequate?

Yes. The complexities of today's legal support missions create a critical need to review Judge Advocate manning. If confirmed, I will work with The Judge Advocate General to ensure current active-duty strengths are adequate. My priorities will support Army emerging legal support missions, in areas such as cyber, military justice, and legal assistance. Therefore, I will work to ensure sufficient Judge Advocate manning exists to support our Commanders, Soldiers, Family Members, and Retirees.

Sexual Assault Prevention and Response

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

Through my service in various positions in the DoD, I have had an opportunity to view sexual assault prevention and response programs from a variety of perspectives. As a result of my observations of the Army's Sexual Harassment/Assault Response and Prevention (SHARP) Office Program, I believe the Army is making strong progress in this area, though more work needs to be done. The Army is unique in that it is the only service to formally include sexual harassment as a part of its sexual assault prevention and response program. I have been advised that military and civilian research indicate that approximately 30 percent of sexual assault cases are preceded by sexual harassment. The Army continues emphasizing the unique and central role of commanders in establishing a healthy command climate that promotes dignity and respect. Additionally, the Army has focused on fostering ownership of prevention efforts at the grassroots level through the "Not in My Squad" initiative. "Not in My Squad" calls on first-line leaders to set and enforce standards by addressing behaviors and attitudes that may lead to assaults at the unit-level. These efforts are integral to ensuring a climate of dignity and respect, and the readiness of our service to win our nation's wars. If confirmed, I will ensure the program continues to sustain the momentum it has achieved.

113. What is your assessment of the Army's programs to address and prevent retaliation or reprisal against individuals who report sexual harassment or sexual assault?

Sexual harassment and sexual assault undermine the Army's core values. The Army has been working proactively to address retaliation and reprisal against individuals who report sexual harassment or sexual assault. We must do everything we can to assist victims by removing all obstacles to reporting. The Army has taken appropriate steps to address retaliation through policy changes that prohibit retaliation from reporting a criminal offense and requiring Sexual Assault Review Boards to track and monitor retaliation allegations resulting from the report of a sexual assault. The Army is also participating in the DoD's retaliation prevention strategy planning efforts, with the intent of creating a service-specific strategy. If confirmed, I will ensure the Army continues to assess the efficacy of these initiatives and I will direct additional measures as required to ensure no victim, witness or bystander fears doing the right thing by reporting or intervening in an incident of sexual assault or sexual harassment.

114. What do you see as the greatest challenges to the success of those programs? If confirmed what changes if any would you make to improve those programs?

In society, as well as the Army, sexual assault remains one of the most under-reported crimes. Although there has been significant progress in increasing reporting during the past few years, I believe this remains a challenge for the Army. If confirmed, I will assess the policies, programs and initiatives in place to ensure all barriers to reporting have been eliminated; that victims are provided exemplary support and assistance; and offenders are held appropriately accountable. Ultimately though, all of our efforts should be designed to prevent assaults in the first place.

115. What is your assessment of Army programs and policies to hold individuals accountable for retaliation or reprisal against individuals who report sexual assault or sexual harassment?

The Army has appropriate measures in place to hold offenders appropriately accountable for their actions. The Army tracks reports of retaliation at each installation through the monthly Sexual Assault Review Board. Substantiated reports of retaliation can result in a range of legal remedies including court-martial, non-judicial punishment, or unfavorable administrative personnel action, depending on the nature and severity of the act. If confirmed, I will ensure the Army continues to strengthen its processes and procedures for preventing retaliation and holding offenders appropriately accountable.

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

Protecting victims of sexual assault is a moral imperative. While unrestricted reporting helps hold offenders accountable, there are factors, such as retaliation and shame which may make it difficult for a victim to file an unrestricted report. Restricted reporting allows Soldiers to access the services provided by our SHARP, medical, and legal professionals while maintaining a certain level of anonymity. My hope is that at some point in the process, the service member gains the confidence to come forward and convert their restricted report into an unrestricted report to give our leaders an opportunity to intervene. I believe the Army should continue to provide multiple options for reporting sexual assault at this time.

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

All leaders must set an unimpeachable standard in their support of victims of sexual assault and Commanders at all levels are responsible for training and enforcing that standard. Committed, engaged leadership from the squad level up to the Secretary is fundamental to setting the command climate in which sexual assaults are not tolerated and in which victims feel both safe and confident in reporting. The entire chain of command must play an active role and, where appropriate, Commanders must hold perpetrators fully accountable in accordance with appropriate legal processes. To that end, I assure you of my full commitment to stamping out sexual assault.

118. What is your assessment of the Department of the Army's implementation of the requirement to establish special victim's counsel?

From what I have observed, the Army's rapid implementation of this requirement has been very successful in providing essential legal assistance to victims throughout the Army. With approximately 75 Special Victims' Counsel at 34 installations, positive feedback from clients supports the Army's decision to place these counsel at local installations for the most effective delivery of these critical services. These counsel have been aggressively protecting victims' rights and allowing them to make informed decisions during the military justice process. Victims are also able to swiftly address retaliation concerns with the assistance of these Special Victims' Counsel.

119. 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?

The Army has dramatically transformed victim response services in recent years. It has institutionalized Sexual Assault Response Coordinator and Victim Advocate education, implemented a Special Victim's Counsel Program, and established one-stop shops for

victims in SHARP Resource Centers. Leaders at every level must continue to do all they can to prevent the scourge of sexual assault in the Army, and provide the victims of this intolerable crime the medical, psychological, and legal assistance they need. If confirmed, I will be committed to ensuring that Army resources and programs continue to thrive.

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

The Army has made significant progress to prevent sexual assaults both at home and in deployed locations. Efforts such as bystander intervention training and the vignette-based training provided on the Army Training Network provide Soldiers with the necessary skills to intervene and stop sexual violence. To better serve our Soldiers in harm's way, the Army has mobile training teams that deploy into combat zones to provide Foundation Training to Victim Advocates. Additionally, the Army is working to ensure they have certified and credentialed personnel in positions of trust. As always, the Army will continue to educate its Soldiers and Civilians on their responsibility to prevent sexual assaults.

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

The Army has developed one of the Nation's premier training programs for sexual assault investigators allowing them to bring exceptional investigative capabilities to each installations' special victim teams. Additionally, the Army's development of a special victims' prosecution capability, consisting of uniquely-trained counsel focused solely on the prosecution of sexual assault and family violence crimes facilitates the best possible advice for investigators and commanders to ensure the appropriate disposition in each case. The training and resourcing of these specially-selected and trained investigators and prosecutors has been an Army focus. If confirmed, I will closely monitor this critical work.

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

Commanders, and all Army personnel occupying leadership positions, play an essential role in creating an organizational climate that does not tolerate sexual violence. Army commanders are directly responsible for promoting positive social norms and habits within their formations because those norms and habits serve as the breeding ground for a climate that enables or stymies sexual violence. Concurrently, the chain of command is responsible for maintaining a healthy climate that protects victims from retaliation or reprisal, and holds perpetrators fully accountable in accordance with appropriate legal processes. This effort begins and ends with commanders.

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

If confirmed, advancing efforts to eliminate sexual assault in the Army will be one of my primary areas of focus. I am aware that significant changes to law and policy have occurred in this area over the last few years, including additional legal training for commanders at all levels, and a reduction in the commander's authority in the clemency phase of sexual assault cases, to name only a few. The military justice system has recently undergone the most comprehensive revision since its implementation more than 50 years ago. Additionally, the Secretary of Defense directed and the Military Justice Review Group conducted a comprehensive review of the military justice system. I would want to review all of these modifications in detail to determine their effect on the current military justice process in sexual assault cases.

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

I believe the Army has made progress but it must continue to educate leaders on the connection between organizational climate and performance. I am committed to providing a force that is ready to fight and win our nation's wars. In order to meet this end, sexual violence must be eliminated from our ranks. If confirmed, I will work to maintain the faith of the American public and Congress in the Army's sexual harassment and assault prevention and response program. I also want to empower first line leaders to model the Army Values and promote a culture of dignity and respect.

Sexual Abuse of Military Children

Currently, the DoD Annual Report on Sexual Assault in the Military focuses solely on adult sexual assault. Data on sexual abuse of children in military families is not included in this report.

125. What is your understanding of the prevalence of sexual abuse of children in Army families?

The Army keeps detailed data in the U.S. Army Central Registry (ACR) which tracks rates of sexual and non-sexual child abuse. A review of the child sexual abuse (CSA) incidents per 1000 from 2001 to the first quarter of 2015 as recorded in the ACR show that the rate of CSA is consistently half that of the civilian population. For Fiscal Year 2015, of the 493,359 dependent children, the rate of reported incidents of child sexual abuse was .326 incidents per 1,000 children which equates to 5.42 percent of all types of child abuse (including non-sexual abuse) being sex-related.

At the DoD level, detailed and comprehensive statistics on all child abuse allegations, including sexual abuse, are provided through the DoD Family Advocacy Program. Readiness Council. Unlike most states, the DoD reports on the full range of allegations, including “minor” cases of neglect. Statistics on family abuse offenses are reported to Congress in a separate report from the Annual Report on Sexual Assault in the Military due to the unique nature of marital and child offenses. The DoD Family Advocacy Program Child Abuse/Neglect Annual Data Report is not a formal Congressional reporting requirement, but DoD has regularly briefed its findings to Senate Armed Services Committee staff and House Armed Services Committee staff.

126. What actions are currently being taken to prevent sexual abuse of children in Army families?

The Army provides extensive prevention and intervention programs through the Family Advocacy Program (FAP) for leaders, Soldiers, and families. New commanders and their senior enlisted advisors are required receive a FAP brief within 45 days of assuming command, and Army installations and commands participate in Annual Prevention and Awareness of Domestic Violence and Child Abuse Campaigns. The FAP also provides a wide range of individual and family services, including: clinical psychosocial assessment; safety planning; crisis intervention for all types of domestic violence and child maltreatment; classes such as marriage communication and enrichment, parenting, stress management and anger control; marriage and family therapy; individual counseling; and comprehensive New Parent Support Program to provide intensive in-home observation, guidance and support to families with children ages 0-3 who have stressors that could lead to abuse or neglect. The Army also implements the Transitional Compensation Program to encourage reporting of child and spouse abuse. If confirmed, I will assess the combined effectiveness of these efforts and ensure that adequate resources are provided in this important area.

127. To what extent do you consider the exclusion of data on sexual abuse of children in Army families from the DoD Annual Report on Sexual Assault in the Military to be a problem in the ability of the Department of the Army to understand the extent of the problem and to prevent sexual abuse of children?

Army child sexual abuse data is included in the DoD FAP Annual Report provided to Congress. Inclusion of this data in the Sexual Assault report would result in the numbers being reflected twice and confounding two distinct issues. If confirmed, I will work with this committee to make sure that the data reported is organized in as transparent, clear and helpful a manner as necessary for the needs of Congress.

Unlike most state reporting requirements, the DoD reports on the full range of allegations, including “minor” cases of neglect. The Army also provides extensive prevention and intervention programs to families through the FAP.

128. If confirmed, what steps would you take to address the problem of sexual abuse of children?

If confirmed, I would ensure that the FAP continues to have adequate funding for prevention and treatment initiatives. I would also work to ensure victims have appropriate support.

With any reported allegation of sexual abuse, child victims who are also dependent family members are entitled to representation by Army Special Victim Counsel (SVC). SVC are trained on the unique aspects of child sexual abuse crimes and on working with children. SVC represent the child throughout the investigative and judicial process. For children who are not dependent family members, they are entitled to the services of Army Special Victim-Witness Liaisons (SVWL). SVWL are civilian employees who work directly for the Special Victim Prosecutors. SVWL have social work backgrounds and guide the child through the investigative and judicial process, including accompanying the child to interviews with defense counsel.

Offender accountability is of paramount importance. Since the implementation of the SVP program, the Army has seen an increase of over 100 percent in the number of courts-martial for child and adult sexual assault offenses. If confirmed, the issue of sexual assault in the Army will be one of my primary areas of focus.

Child Abuse involving Military Children

129. There have been press reports of child abuse of children on military bases. What is your understanding of the extent of this issue, and if confirmed, what actions will you take to address it?

The rates of child abuse for Army children (incidents per 1,000 children) is 6.240, as opposed to the rate of 10.942 in the civilian population. The Army has a robust Family Advocacy Program that includes prevention, education and treatment programs to address the issues of abuse in the Army. If confirmed, I will review the Family Advocacy Program to ensure it continues to receive adequate funding and support.

Even one act of child abuse is too many – regardless if it happens on or off a military installation, and I completely support the Army’s efforts to continue and provide comprehensive support to child victims, and as appropriate, aggressively investigate and prosecute offenders.

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 Department's total workforce.

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

Contractors and civilian employees provide critical capabilities required for readiness and force modernization. While I am not aware of any issues indicating these two components of the force are out of balance in the Army, if confirmed, I will assess this matter to ensure the balance is appropriate to best serve the Army.

131. In your view, has the Department utilized contractors to perform basic functions in an appropriate manner?

I am not aware of any inappropriate contractor utilization within the Department. The Secretary of the Army and Army senior leaders are required under current law to ensure contractors do not perform inherently governmental functions and to reduce reliance on "closely associated with inherently governmental functions" to the "maximum extent practicable". If confirmed, I will ensure that the Army conducts continual monitoring of the use of contractors to ensure compliance with law and policy.

132. 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?

Yes. Current law requires the Army to annually reappraise contractor performance through the Inventory of Contractor Services Review process.

133. 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?

It is my understanding that by law and DoD policy pertaining to Total Force Management, the military should be used as much as possible to perform "military essential" functions within the constraints of end strength, operational demands, and force cap levels in certain locations. If confirmed, I will make appropriate assessments within existing statutory and policy constraints to determine if costs should be used as the primary factor in using one source of manpower over another.

134. 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 work within the framework of current law to remove identifiable artificial constraints placed on the size of the Army's civilian and contractor workforce. I will ensure the Army is compliant with statutory requirements and focused on operational readiness.

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

The Government Accountability Office issued a report in July 2015 that found the Army was not collecting complete and accurate data on the use of military personnel performing civilian or contractor functions. If confirmed, I will look into how the Army can better monitor and assess this area to ensure compliance with the law and DoD policies. Better data will also enable the Army to accurately assess the costs when making decisions to rely on military personnel for these functions.

Women in Combat Integration

Army recently completed its review of military occupations closed to service by women, and the Secretary and Chief of Staff recommended that all Army positions be opened to service by women.

136. Do you believe it is necessary to allow women to serve in the combat arms?

I believe that access to a larger pool of qualified individuals will improve our readiness. Women have served well in combat during operations in Iraq and Afghanistan and have proven their capability.

137. What is the plan to integrate women into the ground combat arms?

As briefed to me, the Army's implementation plan calls for a deliberate and methodical implementation plan starting with female Infantry and Armor leaders followed by enlisted Soldiers down to company level operational units. This plan is built on gender-neutral standards tied to validated requirements.

138. a. The Marine Corps' research demonstrated that women suffered higher injury rates among women than men when engaged in field combat exercises and training. Did Army research show the same?

Yes, I am concerned about injury rates for all Soldiers, regardless of gender. Army findings on injury rates for men and women in the training environment were similar to the findings of the Marine Corps study. Both the Army and Marine Corps' studies found that women participating in ground combat training sustained injuries at higher rates than men, particularly in occupational fields requiring load bearing. These studies also revealed ways to mitigate the injuries and the impact to team cohesion. However, studies also show the disparity is lower in the operational Army. We know from extensive research and data review that higher levels of physical fitness reduce injuries in all Soldiers. If confirmed, I will continue to ensure that occupational standards are maintained and optimal fitness programs are utilized.

b. If so, does that concern you with respect to potential impact to female soldiers, and how will you mitigate that effect?

If confirmed, I will monitor and further assess mitigation strategies as they impact the readiness and welfare of the force throughout implementation.

139. a. Has the Army done a cost benefit analysis of the decision to send women to Ranger School?

No. A cost benefit analysis cannot adequately quantify the positive effect attendance at the Ranger Course has on the Army, its leaders, and Soldiers. The Army maintains the Ranger Course primarily to train Rangers for Ranger coded positions, both in the Ranger Regiment and throughout the rest of the Army. However, the Army policy is to allow all volunteers, regardless of military occupation specialty, to attend the course. The Army does this because it has learned over time that any Soldier (or any service member) who attends the course comes away a better leader, even if they don't graduate. These Soldiers return to their units knowing more about their strengths and weaknesses and are better prepared to lead Soldiers in combat.

The Army did, however, assess the additional costs of opening the Ranger course to women. The costs, which included mainly temporary duty costs for Observer/Advisors to the Cadre and Airborne Ranger Training Brigade, was approximately \$866k.

b. What was the ratio of female volunteers beginning the course to graduates?

Of the Nineteen women who started the April 2015 Ranger Course Assessment, three ultimately graduated and were awarded the Ranger Tab (16 percent).

c. How does this ratio compare to male volunteers?

The graduation rate for males who started in the same April 2015 Ranger Course was 33percent.

d. What is the comparative cost in dollars and man hours for a female Ranger School graduate and compared to that of a male?

The costs are similar for men and women attending the Ranger Course. The additional temporary cost was for female Observer/Advisors. The cost associated with modifying facilities to support integrating female students into the course (e.g., billeting, latrines, and showers at Ranger training sites) will be incorporated into normal facility upgrade programs over time.

140. If women become subject to the draft, should they also be prepared for involuntary assignment based upon the needs of the Army?

Placing the right Soldier in the right job at the right time is and should remain the goal of the Army personnel system. Over the past 15 years, the Army's All-Volunteer force has proven its ability to succeed against challenging adversaries in rapidly changing environments. If the draft is reinstated, meeting the requirements of the combatant commanders will be the Army's top priority. If confirmed, I will ensure that the primary considerations in assigning Soldiers is their qualification and ability to fill a valid requirement.

141. What is your opinion on whether men and women in combat and special forces MOSs should be subject to the same physical requirements for participation in those MOSs?

The Army is a standards-based, not a gender-based organization. Any Soldier who meets standards should be allowed to serve.

142. In light of Secretary Carter's decision to open all military positions to women, what do you believe are the primary challenges to implementing full integration in the Department of the Army and how do you plan to address them?

I've been advised that the Army has examined previous integration efforts and used the lessons learned to mitigate any potential challenges through the use of appropriate policies, training, and leadership. Specifically, the Army has learned that a standards based, deliberate, methodical, time-phased process for integration that introduces leaders first with continuous assessments works best.

Selective Service Act

143. Do you believe the Selective Service system, with its focus on supplying large numbers of replacement combat soldiers, meets the needs of today's military and the type of personnel that would likely need to be drafted in a future conflict, including skilled personnel in the medical, linguistic, cyber, and other specialist fields?

I agree that the Selective Service system is focused on supplying large numbers of replacement combat soldiers and is not focused on identifying and accessing highly skilled personnel with specialty skills. If there was a requirement for substantial growth in the military, I would anticipate that the Army would continue the process of evaluating entrants for each specialty and make adjustments to marketing and recruiting efforts to meet emerging requirements.

144. The Selective Service system currently provides for alternate service, via the Selective Service Alternative Service Program for would-be draftees who profess to be conscientious objectors to any form of military service, non-military work that benefits the nation in the civilian sector, including in the areas of conservation, caring for the very young or old, education, and health care. Do you believe this provides a model for re-thinking Selective Service in this country to include addressing national security needs that reside outside of military service per se, and how we might best leverage the skills and abilities of the civilian population to address all national security needs (not just military) and other national goals?

Meeting the national security needs of the Nation is paramount. If the Selective Service system is reviewed and revised, all the requirements of national security should be fully considered. If confirmed as the Secretary of the Army, my focus will be to ensure the Army recruits, organizes, supplies, trains and maintains a force sufficient to fight and win the Nation's wars. I will also cooperate with Congress on any other ways the Army can contribute to the President's National Security Strategy.

145. Given the decision of the Secretary of Defense to open all positions to service by women, including combat-related positions, do you believe Congress should amend the Selective Service Act to require the registration of women?

Consistent with current law, I understand that the Secretary of Defense has submitted an analysis of the legal implications to the Selective Service Act with opening combat positions to women. Full implementation of the historic decision to fully integrate women into our military requires a cooperative effort across the DoD and Congress, which ultimately must decide whether to amend the Selective Service Act. The Administration has pledged to work with Congress to determine if any additional reforms or changes to the Act are necessary. If confirmed, I look forward to being included in this cooperative effort.

Maternity Leave

Navy Secretary Mabus recently announced a change in Department of Navy policy that would provide 18 weeks of maternity leave for sailors.

146. Would you support extending maternity leave to 18 weeks for soldiers?

Readiness and taking care of our Soldiers are not mutually exclusive; rather, they can be mutually reinforcing. That said, I understand the Army is working with OSD to better understand the impacts that extending leave to 18 weeks would have on readiness during the drawdown and weigh those against potential benefits. If confirmed, I will review the impacts on readiness and retention.

147. If so, what would be your plan to augment or back-fill those positions occupied by female soldiers on extended maternity leave? Would you consider utilizing reservists to back-fill those positions?

Readiness of Army Soldiers and Families will be a top priority. If confirmed, I will continue to review the various proposals emerging from the Force of the Future Working Group, in a way that reinforces readiness and taking care of our Soldiers.

148. In your view, how would the Army account and pay for the cost of additional personnel to fill positions left vacant by soldiers on extended maternity leave?

There is an ongoing OSD-level review of the maternity leave policy which will look at how extending maternity leave will impact the force. Once this analysis is completed and guidance provided to the services, the Army will be able to determine the impact in terms of how many additional personnel, if any, would be required. If confirmed, and once this process is complete and the requirement is known, I will work with the staff to best determine how to pay for any positions left vacant by such Soldiers.

149. Would the Army require an increase to their authorized end strengths to accommodate additional manning requirements?

This is a decision that will be informed by the ongoing OSD-level review of the maternity leave policy. Based on that review, the Army will be able to assess the requirement, if any, for increased end strength.

150. Do you support paid uncharged paternity leave for male soldiers in excess of the 10 days afforded by statute? If so, how many weeks do you believe is an appropriate amount of time?

I support paternity leave as authorized under current law. If confirmed, I would review parental leave in its entirety with consideration to readiness, cost, retention and family resiliency to make a determination of the impact of extending paternity leave.

151. Do you believe the Army fully understands the cost of this reform? If so, describe those costs.

I've been advised that the Army is currently assessing the impact that this reform would have on readiness and cost. If confirmed, I will review the data and make a recommendation.

152. 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 over all readiness. Given available data, women have higher rates of injury. Adopting the Navy's maternity leave policy could remove a soldier from her assigned crew or squad for months. What is your view on the impact this decision would have on unit readiness?

The Army is strongest when it can ensure that the best Soldier, regardless of gender, can fill the role and meet all standards required. I have been advised that the Army is taking a deliberate, methodical, standards-based approach to integrating women to combat occupations and units. I understand the Army is instituting a longitudinal study on physiological injuries for all Soldiers to improve the readiness of all Soldiers.

Morale, Welfare, and Recreation

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

MWR programs and services are key components to Soldier retention. As such, the Army provides a broad spectrum of programs that support Soldier and Family readiness needs before, during, and after deployments, regardless of component or geographic location.

Because Soldier and Family quality of life is essential to Army readiness, it is important to continue to provide high quality MWR programs now and sustain them into the future. If confirmed, I will continue to support the Army's commitment to provide programs and services that are fiscally sustainable, relying on the use of non-appropriated funds to the extent possible, to provide Soldiers and Families the quality of life they deserve. An

important part of this effort is to continually evaluate programs in order to prioritize those of greatest value to Soldiers and Families.

Military Health Care

154. What is your assessment of the quality of health care provided to soldiers and their families?

While I am confident that Soldiers, Family Members and Retires receive very high quality health care, I also recognize there is opportunity for improvement. If confirmed, I am committed to ensuring that the Army healthcare system continues to strive to meet or exceed national benchmarks for quality. My focus will be toward the realization of high reliability of healthcare delivery through integration of a culture of safety and implementation of processes that reduce variability, prevent harm to our healthcare beneficiaries, and increase the ease of access.

155. In your view, what should the Army Medical Command do to improve access to care in its medical treatment facilities?

Army Medicine has increased access to primary care services by expanding capacity through the Community Based Medical Home initiative. These clinics are extensions of the Army's large health clinics, community hospitals and medical centers on Army installations. In coordination with DoD, the Army actively promotes use of the Nurse Advice Line (NAL). The NAL provides beneficiaries convenient access to health care resources 24/7. It provides advice for self-care, makes appointments and contacts the Medical Treatment Facility, or refers patients to the network when appropriate. Army Medicine is providing greater oversight of all hospitals/clinics to ensure that there are enough appointments available for the beneficiaries. Lastly, the Army is implementing simplified appointment procedures to improve access to primary care by reducing the number of appointment types. The reduction greatly simplifies the planning process and increases the number of available appointments. If confirmed, I will work with the Army Surgeon General to ensure the Army continues to make focused improvements in access, quality and safety, and is diligent in the governance and oversight of its healthcare responsibilities.

156. If confirmed, how would you work with the Surgeon General of the Army to improve the healthcare experience for soldiers and their families?

If confirmed, I would look forward to working with the new Army Surgeon General to ensure that Soldiers, Family Members and Retirees have access to quality and safe healthcare where and when it is needed. I will promote efforts to improve efficiencies and leverage innovative solutions such as the use of Telehealth capabilities to extend care beyond fixed facilities and into the patient's home.

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.

157. 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?

Soldiers and Families programs are an investment in our most valuable assets – our people. I realize that continued deployments, family separations, and relocations are very stressful. If confirmed, I will work to ensure the Army provides high-quality, effective programs that reduce stress and enhance Soldier and Family readiness and resiliency.

One of my top priorities will be adequately resourcing programs to address and prevent negative behaviors such as domestic violence and substance abuse. Financial readiness is another area key to Soldier and Family well-being. I will work to ensure that these important programs, as well as those that support child care and Family advocacy, remain viable and effective. I will also focus on making awareness of and access to these programs as easy as possible. Collectively, these programs build Soldier and Family strength and resiliency which enables and enhances Army readiness.

Suicide Prevention

The numbers of suicides in the Army continues to be of great concern to the Committee.

158. 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?

I share the committee's concerns on this painful subject. If confirmed, this will be a priority of mine to ensure that we take a holistic look at ways to mitigate risk factors that can lead to adverse outcomes such as suicide. I will also fully support the Army's proactive approach to building protective factors and resilience among Soldiers and their Families, as well as our Department of the Army Civilians.

If confirmed, I will direct periodic reviews of policy, and prioritize efforts and resources to provide Army Commanders the tools they need sustain a personally ready force. I will take a close look at the results from the Army Study to Assess Risk and Resilience in Servicemembers (STARRS), as well as closely follow the STARRS Longitudinal Study,

to identify actionable items and develop action plans to address them. I would also collaborate with my fellow Service Secretaries and the Defense Suicide Prevention Office to address common challenges and share best practices and results of Army-specific initiatives.

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 Federal Government for support services, healing and recuperation, rehabilitation, evaluation for return to duty, successful transition from active duty if required, and continuing support beyond retirement or discharge.

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

The Army has made great progress improving the care for its wounded, ill, and injured Soldiers over the last few years. The Army must continue to maintain and improve upon the great work it has already done for these Soldiers. If confirmed, I will continue to leverage U.S. Army Medical Command's rigorous organizational inspection program, the Army and DoD Inspector General, the Army Audit Agency, and external audit organizations to drive improvements in the care and management of our seriously ill and injured Soldiers.

160. 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?

Warrior care should remain an Army priority resourced to meet this enduring mission and sacred obligation. If confirmed, I will ensure that the Army remains committed to ensuring our wounded, ill, and injured Soldiers have the best health care possible to either successfully remain on active duty or transition from military service into communities as productive Veterans. I will also collaborate with the Departments of Veterans Affairs and Labor, and the Small Business Administration to facilitate the seamless transition of wounded, ill and injured Soldiers. Finally, if confirmed, I will assess whether the Army's efforts in this critically important area are adequately resourced.

Senior Military and Civilian Accountability

While representative of a small number of individuals in DOD, 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.

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

All Soldiers and Army Civilians must abide by the Army values, and leaders are responsible for ensuring our standards of professionalism, trustworthiness, expertise, and honorable service are maintained. Failure to live up to those standards must be investigated and addressed while ensuring that all members receive appropriate due process. If confirmed, I will insist that leaders meet these standards and hold them accountable when they fail to do so.

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

The responsibility for investigating allegations of impropriety, misconduct, or poor performance against general officers and Senior Executive Service Civilians is appropriately vested in the Inspector Generals of either the Army or the DoD. If confirmed, I would ensure that all allegations are properly referred for a thorough, impartial investigation. If these allegations are substantiated, I will ensure that senior leaders are appropriately held to account for that conduct.

Management and Development of the Senior Executive Service (SES)

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.

163. 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?

My vision for the Army Civilian Senior Executives is to ensure the Army recruits professionals who bring the best skills, experience and diverse perspectives to complete the mission. The Army has implemented several new initiatives in the past few years for mid and senior graded general schedule and equivalent workforces, which I believe will further strengthen and ensure a strong bench of candidates exists for senior leader

positions. If confirmed, I will support and encourage the use of programs that will effectively promote the recruitment and development of professionals to take on senior roles in the Army.

164. 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?

The Army has about 500 senior civilians, including those members of the Senior Executive Service, the Defense Intelligence Senior Executive Service, Senior Professionals such as senior scientists leading cutting edge research, Defense Intelligence Senior Professionals, Highly Qualified Experts and consultants. These senior leaders work in conjunction with general officers to best meet senior leadership needs for the Army and DoD.

These senior leaders are well recognized in their fields serving in critical roles across various functional communities. I believe the use of a centrally managed process for the Army's senior leaders is important to ensure continual learning occurs through broadening and developmental assignments as well as formal training. As the Army experiences turnover amongst its senior leadership, it has established an annual process to ensure senior leader allocations are reviewed and aligned appropriately with the needs of the Army.

Congressional Oversight

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

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

Yes.

166. 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 Under Secretary of the Army?

Yes.

167. 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?

Yes.

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

Yes.