

**Senate Armed Services Committee**  
**Advance Policy Questions for Lieutenant General Daniel R. Hokanson, U.S. Army**  
**Nominee for Appointment to be Chief of the National Guard Bureau**

**Duties**

**Section 10502 of title 10, U.S. Code, describes the duties and functions of the Chief of the National Guard Bureau and requires that the officer nominated for appointment to the position have had a level of operational experience in a position of significant responsibility, professional military education, and demonstrated expertise in national defense and homeland defense matters commensurate with the requirements of the position.**

**What is your understanding of the duties and responsibilities of the Chief of the National Guard Bureau?**

Section 10502 of Title 10, U.S. Code, provides that the Chief of the National Guard Bureau is a 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; and the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States. Under section 151, the Chief of the National Guard further serves as a member of the Joint Chiefs of Staff and functions as a military advisor to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense. Finally, under section 10502, the Chief of the National Guard Bureau has the specific additional responsibility as a member of the Joint Chiefs of Staff for addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions.

If confirmed, I will provide my best military advice and judgment in exercising responsibilities as a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, and as the principal adviser to the Secretary of the Army and the Chief of Staff of the Army, and to the Secretary of the Air Force and the Chief of Staff of the Air Force, on matters relating to the National Guard. I will ensure the responsibilities and capabilities within the National Guard are considered in a planned and deliberate manner, firmly rooted in law and national strategy. I will also ensure the domestic mission of the National Guard is taken into account, from the inception of planning through advising the President, the Secretary of Defense, the National Security Council, and the Homeland Security Council on strategies and contingencies. In order to accomplish this, I will continuously engage with our Federal and State partners, the Adjutants Generals, and the Services to ensure all defense requirements are readily met by the men and women of the National Guard.

**What background, education, and experience do you possess that qualify you to perform these duties?**

I have experience working with the National Guard's many stakeholders, both in the homeland and overseas. This includes domestic response experience, homeland exercises, responding to hurricanes, wildfires, floods, tornados, civil disturbances, and the COVID-19 pandemic. My overseas experience include combat deployments as both an active duty soldier and a member of the National Guard, and I served alongside all US Services and seven coalition partners.

I served as the Vice Chief of the National Guard Bureau, Deputy Commander, U.S. Northern Command, and the Adjutant General of Oregon.

I have held six Joint assignments, including one in combat, have extensive experience within the Joint Force and with partner nations, and commanded an Infantry Brigade Combat Team in combat. Throughout my career, I have prioritized people and helping others, and will continue to bring these values to the role of Chief.

**Do you believe that there are any steps that you need to take to enhance your ability to perform the duties and responsibilities of the Chief of the National Guard Bureau, particularly in regard to serving as a member of the Joint Chiefs of Staff?**

I have completed six Joint assignments, to include Vice Chief of the National Guard Bureau, Deputy Commander of USNORTHCOM, and Deputy J-5 at NORAD and USNORTHCOM. I am familiar with the functions and responsibilities of the Joint Chiefs of Staff, and as Vice Chief of the National Guard Bureau I had frequent and direct exchanges with all members of the Joint Chief of Staff. In addition to my operational experience gained through deployments to Iraq, Afghanistan, and Panama, I have sought every opportunity to increase my education on national defense and homeland defense matters. This includes earning Master's degrees at the Naval Post-Graduate School and Naval War College, and completing a Senior Service College Fellowship at Harvard University. If confirmed, I am confident I have the knowledge, operational experience, and education to serve effectively as a member of the Joint Chiefs of Staff.

**In light of the lines of effort set forth in the 2018 National Defense Strategy (NDS), what other duties do you anticipate the Secretary of Defense would assign to you, if confirmed?**

Given the magnitude of recent domestic events, I anticipate a larger role for the National Guard in supporting civil authorities in the homeland; therefore, I foresee a potential increased role for me, if confirmed, in the interagency in planning for and reacting to events in the homeland.

In addition, I anticipate an increased emphasis on the National Guard State Partnership Program (SPP) as it relates to allies and partners. I believe the National Guard could be asked to take on more partner nations as the strategic environment changes and the program evolves to align with NDS goals and activities.

**If confirmed, what innovative ideas would you consider providing to the Secretary of Defense with regard to the mission, functions, and organization of the National Guard Bureau?**

It is imperative to consistently review existing missions, functions, and organizations to identify areas for improvement. If confirmed, I intend to continue efforts to merge common functions across the National Guard Bureau to increase efficiency and effectiveness. I will also leverage ongoing innovation programs to streamline the National Guard Bureau's business practices and examine the National Guard Bureau's relationships across the Department. Lastly, I would put together a working group involving soldiers and airmen from every level of the organization to help identify innovative ideas on how to make our organization better.

**If confirmed, what innovative ideas would you consider providing to the Secretaries and Chiefs of Staff of the Army and Air Force with regard to enhancing the organization, training, and equipping of the Army and Air National Guards of the United States?**

If confirmed, I would recommend the Secretaries and Chiefs of Staff of the Army and Air Force implement initiatives that encourage further integration between the National Guard and the active components. For the Air National Guard, it would be increasing Total Force Associations, and for the Army National Guard, it would be Division Alignment for Training. In both cases, integrating formations during peacetime to build habitual relationships would increase readiness and ensure interoperability through common organization, training, and equipping.

**If confirmed, what duties and responsibilities would you assign to the Vice Chief of the National Guard Bureau?**

The Vice Chief of the National Guard Bureau acts as Chief and performs the duties of the Chief when there is a vacancy in the office of the Chief of the National Guard Bureau or in the absence or disability of the Chief. Per 10 USC 10505, the Vice Chief of the National Guard Bureau performs such duties as may be prescribed by the Chief of the National Guard Bureau. If confirmed, I will work with the Vice Chief to ensure the duties prepare him or her to act as Chief in the event of my absence or disability, and will ensure he or she is given additional responsibilities regarding issues of particular importance.

**Relationships**

**If confirmed to be the Chief of the National Guard Bureau, what would be your relationship with, and on what issues would expect to engage and collaborate with each of the following officials or organizations?**

- **The Secretary of Defense**

The Secretary of Defense is the principal advisor to the President on all defense-related matters and has authority, direction, and control over the Department of Defense. If confirmed, I will

advise the Secretary of Defense on all military matters in my areas of responsibility as a member of the Joint Chiefs of Staff. Regarding non-Federalized National Guard matters, I will provide this advice to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff.

- **The Secretaries of the Army and the Air Force**

The Secretaries of the Army and the Air Force are the heads of their departments and principal advisors to the President and the Secretary of Defense on all matters related to their departments. If confirmed, I will be the principal advisor to the Army and Air Force on all matters relating to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States..

- **The Chairman of the Joint Chiefs of Staff, particularly with regard to providing advice to the Secretary of Defense**

The Chairman of the Joint Chiefs of Staff is the principal military adviser to the President, the National Security Council, and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the Armed Forces; advises the Secretary of Defense on requirements, programs, and budgets that the Combatant Command commanders identify; develops doctrine for the joint employment of the Armed Forces; reports on assignment of functions (or roles and missions) to the Armed Forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as the law or the President or Secretary of Defense may prescribe. In conjunction with the other members of the Joint Chiefs, the Chief of the National Guard Bureau assists the Chairman in providing military advice to the President, the National Security Council, and the Secretary of Defense. If confirmed, it would be my duty as a member of the Joint Chiefs to provide frank and timely advice and opinions to the Chairman to assist him in his performance of these responsibilities. I would also have the specific responsibility of addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions. I will establish and maintain a close and professional relationship with the Chairman, and I will communicate directly and openly with him on any policy matters impacting the National Guard and the Armed Forces as a whole.

- **The Under Secretary of Defense for Personnel and Readiness, particularly with regard to improving the Joint Qualified Officer system to better meet the needs of National Guard officers.**

The Under Secretary of Defense for Personnel and Readiness is the principal staff assistant and advisor to the Secretary of Defense for force readiness; force management; health affairs; National Guard and Reserve component affairs; education and training; and military and civilian personnel requirements and management, including equal opportunity, morale, welfare, recreation, and quality of life matters. Requirements for commissioned officers to be educated and experienced in joint matters was codified as part of the Goldwater-Nichols Act of 1986. The Joint Qualification System provides Active and Reserve component officers an opportunity to

earn joint qualifications upon completion of the requisite joint professional military education and completion of a full tour of duty in a joint assignment (via either the standard path or the experience path). It is imperative that the National Guard Bureau continue to prioritize Joint Qualification and if confirmed, I will work with the Under Secretary of Defense for Personnel and Readiness to ensure that these opportunities are afforded to the officers of the Army and Air National Guard.

- **The Assistant Secretary of Defense for Manpower and Reserve Affairs**

The Assistant Secretary of Defense for Manpower and Reserve Affairs is the principal advisor to the Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness for Reserve Component matters. If confirmed, I will coordinate closely with the Assistant Secretary of Defense for Manpower and Reserve Affairs, in consultation with the Secretaries of the Army and the Air Force, to ensure the effective integration of National Guard capabilities into a cohesive Total Force. I will also coordinate closely with the Assistant Secretary of Defense for Manpower and Reserve Affairs and the Assistant Secretary of Defense for Homeland Defense and Global Security, in consultation with the Secretaries of the Army and the Air Force, in developing statutory changes, policies, and procedures affecting Federally-funded National Guard forces.

- **The Assistant Secretary of Defense for Homeland Defense and Global Security**

The Assistant Secretary of Defense for Homeland Defense and Global Security is responsible for advising the Secretary of Defense and Under Secretary of Defense for Policy on policy, strategy, and implementation guidance across a diverse portfolio of national and global security issues. These issues include countering weapons of mass destruction, cyber operations, homeland defense activities, antiterrorism, continuity of government and mission assurance, defense support to civil authorities and space-related matters. If confirmed, I will coordinate closely with the Assistant Secretary of Defense for Homeland Defense and Global Security, in consultation with the Secretaries of the Army and the Air Force, regarding the use of National Guard personnel and resources for DoD operations conducted, in accordance with title 32, U.S. Code, or in support of State missions. I will assist the Assistant Secretary of Defense for Homeland Defense and Global Security in carrying out his responsibilities of incorporating in DoD policy the roles and responsibilities of the NGB and takes into account the National Guard.

- **The General Counsel of the Department of Defense**

The General Counsel of the Department of Defense is the chief legal officer in the Department as set forth in section 140 of title 10, United States Code. If confirmed, I will be responsible for ensuring the National Guard Bureau complies with the Department of Defense Standards of Conduct Program and the legal opinion and relevant policies of the General Counsel. I will consult and coordinate with the General Counsel on legal issues or any other matters required by law or policy.

- **The combatant commanders, particularly the Commander of U.S. Northern Command (USNORTHCOM)**

As established by the Unified Command Plan, and subject to the direction of the President, the Combatant Commanders perform their assigned duties under the authority, direction, and control of the Secretary of Defense. If confirmed, I will build close relationships with the Combatant Commanders and provide advice, coordination, and support as required. I will communicate regularly and openly with the Combatant Commanders of United States Northern Command and Indo-Pacific Command in regards to coordinating non-Federalized National Guard domestic operations.

- **The Military Department Assistant Secretaries responsible for Reserve Component matters**

The Assistant Secretaries in the Military Departments responsible for reserve matters have as their principal duty the overall supervision of manpower and Reserve Component affairs of their respective Military Departments. If confirmed, I will establish a close working partnership with the Assistant Secretaries. As directed by the Secretary of Defense and the Service Secretaries, I will coordinate with the Assistant Secretaries on those matters requiring Service action or coordination that have been assigned or delegated to the Assistant Secretaries in law or policy.

- **The Directors of the Army National Guard and the Air National Guard**

The Director of the Army National Guard and the Director of the Air National Guard assist the Chief of the National Guard Bureau in carrying out the functions of the National Guard Bureau as they relate to their respective branches. The Directors will provide their leadership and expertise in their respective Services to further the mission of the National Guard Bureau and the Services.

- **The Assistant to the Chairman of the Joint Chiefs of Staff for Guard and Reserve Matters**

These positions no longer exist. The provision in title 10, establishing these positions, 10 USC 155a, was repealed in 2016. [Reference: §155a. Repealed. Pub. L. 114–328, div. A, title V, §502(a)(1), Dec. 23, 2016, 130 Stat. 2102 ]

- **The Chiefs of the Reserve of each of the Services**

The Chiefs of the Service Reserves are the principal advisors to the Service Secretaries on Reserve matters. If confirmed, I will communicate and coordinate regularly with the Chiefs on matters concerning or affecting the National Guard which have implications across all Reserve Components.

- **The Reserve Forces Policy Board**

The Reserve Forces Policy Board, as codified in section 10301 of title 10, United States Code, serves as an independent adviser to the Secretary of Defense to provide advice and recommendations to the Secretary on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the Reserve Components. If confirmed, and at the request of the Service Secretaries, I will nominate officers or retired officers of the Army and Air National Guard for recommendation by the Service Secretaries to the Secretary of Defense for appointment to the Board. Upon request of the Secretary of Defense, I will nominate officers of the Army and Air National Guard to serve as Board members or as Board staff. Upon the request of the Board, I will make members of the National Guard Bureau or of the National Guard available as witnesses or subject matter experts to assist the Board in performing its functions.

- **The Council of Governors and the National Governors Association**

The Council of Governors was created by the National Defense Authorization Act for FY 2008 and formally established by Executive Order 13528. The Council consists of 10 governors appointed by the President – five from each party – with two governors serving as co-chairs. The Executive Order specifically names a number of federal participants in the Council, including the Secretaries of Defense and Homeland Security, the President’s Homeland Security and Counterterrorism Advisor, the Commander of U.S. Northern Command and the Chief of the National Guard Bureau, among others. In accordance with the executive order, I would work with the Council on matters related to the National Guard, homeland defense, civil support, and other matters of mutual interest. The National Governors Association is a public policy organizations founded in 1908. Its members are comprised of the governors of the states, territories and commonwealths. The NGA identifies common priority issues and matters of public policy and governance at the state and national levels. If confirmed, I would be ideally situated to provide information to these organizations and listen to their concerns in order to ensure the National Guard can be responsive to their needs.

- **The State and Territorial Governors**

Although a matter of particular State or Territorial law, generally, the Governor acts as Commander-in-Chief of the National Guard of that jurisdiction. If confirmed, one of the most critical responsibilities I would have is to act as the channel of communication between the State National Guards and the Department of Defense on all National Guard related issues. I will assist the Governors at their request regarding specific National Guard matters of concern. I will also participate as a Federal official in the meetings of the Council of Governors and exchange views regarding the matters contemplated in Executive Order 13528.

- **The Adjutants General of the States and Territories, including the Commanding General of the District of Columbia National Guard**

The Adjutants General in each of the 54 States and Territories are the foundation on which the National Guard is built. It is essential for the Chief of the National Guard Bureau to support the Adjutants General as commanders of their National Guard forces. If confirmed, I will embrace a

policy of constant, robust two-way communication with the Adjutants General in order to proactively seek their opinions, concerns, and advice on important matters impacting the National Guard.

- **The National Guard Association of the United States**

The National Guard Association of the United States is a private organization, founded in 1878, and advocates for National Guard issues. As with many organizations in Washington, D.C., NGAUS conducts lobbying activities. It has no official relationship with either the Department of Defense or the National Guard Bureau. If confirmed, it would be my responsibility to treat this organization similarly to any other private organization.

### **The Joint Chiefs of Staff**

**What is your assessment of the authorities of, and process by which members of the Joint Chiefs (other than the Chairman) provide military advice and opinions to the President, National Security Council, the Homeland Security Council, and civilian leadership of the Department of Defense?**

The members of the Joint Chiefs assist the Chairman in providing military advice to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense. The members further provide individual military advice to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense. If confirmed, I would use these authorities and processes to provide my best military advice to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.

**If confirmed, would you have any hesitancy in providing your best military advice to the President, National Security Council, Homeland Security Council, and civilian leadership of the Department of Defense, even when your advice and opinions might differ from those of the Chairman or the other members of the Joint Chiefs of Staff?**

If confirmed, it would be my duty as a member of the Joint Chiefs of Staff to provide frank and timely advice to the President, the National Security Council, the Homeland Security Council, and the civilian leadership of the Department of Defense. If confirmed, and as appropriate, I will also provide advice in addition to or in disagreement with that of the Chairman or the other members of the Joint Chief of Staff.

**As a member of the Joint Chiefs of Staff, the Chief of the National Guard Bureau has the specific responsibility of addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions. In your view, what functions are included in “matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions?”**

“Non-Federalized National Guard” refers to the National Guard serving in a State active-duty status to carry out State missions and the National Guard serving in a Title 32 duty status to carry out DoD missions. As a member of the Joint Chiefs of Staff, the Chief of the National Guard Bureau has the specific responsibility for addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions. Members of the National Guard are typically the first military responders in an emergency. Because non-Federalized National Guard forces serve under the command of their respective State or Territorial Governors and Adjutants General, the Chief of the National Guard Bureau must be in constant communication with the Adjutants General to maintain real-time awareness on the capabilities and readiness of the non-Federalized National Guard forces to support homeland defense and civil support missions.

**If confirmed, what approach would you take to effectuating this specific responsibility?**

The Chief of the National Guard Bureau is uniquely situated to provide the Chairman with the viewpoints and insights of The Adjutants General who command our non-Federalized National Guard forces in support of homeland defense and civil support missions. If confirmed, I will establish and maintain a close and professional relationship with the Chairman, I will provide frank and timely advice, and will communicate directly and openly on all matters impacting the National Guard and the Armed Forces as a whole.

**In your view, should the Chief of the National Guard Bureau be consulted before the President invokes the Insurrection Act to federalize the National Guard?**

Yes. As with the other members of the Joint Chiefs of Staff, the Chief of the National Guard Bureau has statutory responsibility to serve as a military advisor to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense. The Chief of the National Guard Bureau must always provide best military advice to the President, and is uniquely positioned to advise the President on best utilization, real-time capabilities and availability of National Guard forces. If confirmed, as with the Chairman, I will establish a close and professional relationship with the President so I am positioned to provide best military advice on all military matters.

**If confirmed, would you see it as your duty to represent and defend to the Joint Chiefs the National Guard position on matters coming before them? Please explain your answer.**

Yes. If confirmed, I will ensure that National Guard equities, responsibilities, and capabilities are considered by the Joint Chiefs in a planned and deliberate manner, firmly rooted in law and national strategy. I will also ensure the domestic mission of the National Guard is taken into account, and I will continuously engage with our Federal and State partners, the Adjutants Generals, and the Services to ensure all defense requirements are readily met by the men and women of the National Guard.

## **Use of Military Force**

### **In your view, what factors should be considered in making recommendations to the President on the use of military force?**

For any use of military force, my first concern would be to recommend careful consideration of and adherence to basic legal principles and requirements in the US Constitution, federal statutes and Department policies governing how we employ DoD resources.

For domestic operations, recommendations to the President concerning use of military force should consider a wide number of factors to include, but not limited to: unit and individual rights to self-defense; preference for de-escalation and confrontation avoidance with US citizens and US persons; coordination with civilian law enforcement agencies; exercise of restraint in using force to ensure any such use is reasonable in intensity, duration and magnitude, exercised with due regard for the safety of innocent bystanders; given under a clear understanding of if and when non-deadly and deadly force may be used; the limitations in detaining individuals and carrying out other direct and indirect assistance to law enforcement; and the applicability of restrictions in the Posse Comitatus Act, Intelligence Oversight rules, and other law, policy and regulations. Ordinarily, federal military force should be a last resort after all non-military resources are exhausted, and military force should be weighed using factors (we call CARRLL factors) such as Cost, Appropriateness, Risk, impact to Readiness, Legality, and Lethality. For combatant activities OCONUS, recommendations to the President concerning use of military force should consider all factors playing into proper authorization for these activities in both US law and the international laws of war. We need to ensure military use is informed by developed military doctrine, clearly defined missions, Rules of Engagement and ensuring we are using and properly supporting our forces.

### **In your view, what is the appropriate role of the Joint Chiefs of Staff in establishing policies for the use of military force and rules of engagement?**

As military advisors to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense, the Joint Chiefs of Staff present their best military advice on establishing policies for use of military force and rules of engagement. That said, the Joint Chiefs must remain mindful that they are advisors, not commanders or decision-makers setting policy. The Joint Chiefs should present their advice on any and all matters falling within the broad range of military topics specified in 10 USC Ch 5, which would certainly include use of military force and ROE, within the broad categories of planning advice and policy formulation, national military strategy, and combatant command requirements.

### **Do you agree with the interpretations and applications of the 2001 and 2002 Authorizations for the Use of Military Force (AUMF) made by both the Obama and Trump administrations?**

I understand that both President Obama and President Trump interpreted the 2001 and 2002 Authorizations for the Use of Military Force (AUMF) in manners consistent with their

administrations' strategy to achieve geopolitical goals. As a military advisor to any Presidential administration, if confirmed, I would see my role as advising, among other things, when and how military force should be used consistent with applicable AUMFs and will seek to ensure that any such military use stands on a strong legal foundation.

**In your view, are existing policies and processes for determining which forces of other nations are eligible for Collective Self-Defense by U.S. forces, and under what conditions, adequate and appropriate?**

Policies and processes for such determinations are always subject to additional consideration and review to ensure their adequacy and appropriateness, and if confirmed, I would support such ongoing scrutiny when it can help to improve them whenever possible. These determinations need to be fact-specific and informed by the unique circumstances present in each instance, and need to be nested within the law and the interests of both the United States and our allies. I would seek the informed input from the NGB Office of Chief Counsel, the DoD OGC and the Service Judge Advocates General and their staffs to help formulate advice to guide DoD and overall US policy on the issue generally, as well as the policies and processes use to apply our policy and the state of the law to inform the scope for any collective self-defense undertaking.

**Does the training of U.S. forces authorized to engage in the Collective Self-Defense of the forces of another nation accurately convey to the level of tactical execution the scope and limits of any Collective Self-Defense authorized?**

All training of US forces needs to accurately convey the scope and limits of authorized military activities those forces may undertake, and Collective Self-Defense is no exception. Training is not static; it is reviewed and improved to constantly take into account new and better ways to ensure our forces remain the best-trained in the world for their missions. When we can improve that training for this or any other topic, we should do so. It is critical that our forces understand, down to the tactical level, what they may and may not do during any use of Collective Self-Defense with allied forces.

**In your view, given the global nature of any potential conflict, does the current division of responsibilities between combatant commanders and the Joint Staff align with the expected reach of conflict in the future? Does the Joint warfighting construct make clear the supporting and supported roles of the combatant commanders clear?**

Yes. The global nature of competition or any potential conflict certainly challenges historical paradigms. I do believe the division of responsibilities between Combatant Commanders and the Joint Staff, especially the Joint Chiefs, is not only clear, but continues to be prudent. I believe the Department has successfully incorporated the concept of integration to deal with the global implications and evolving nature of warfighting. Furthermore, I believe the established Supporting and Supported Commander roles serve our Department well and ensure Unity of Effort across the globe and in all domains.

**In your view, what factors should be considered in making recommendations to the President about the use of the National Guard to address state civil disturbances and disaster relief operations?**

The National Guard generally should remain under the command and control of their state leadership while supporting state civil disturbance and disaster relief operations. If confirmed, my advice to the President would be to seek to gain support for those additional resources required by the 54 to provide fulsome support when these matters occur, utilizing the policies currently in place to facilitate access the non-federalized National Guard. My advice with regard to requests for assistance from civil authorities and qualifying entities would be carefully evaluated IAW DoD policy, which is often referred to as the CARRLL factors, for cost (cost-effectiveness, the source of funding, and the effect on NG funding); appropriateness (whether providing the support withstands scrutiny and is in the interest of the NG); readiness (impact on the NG ability to perform its other primary missions; risk (safety of NG personnel and others); lethality (potential use of non-lethal and/or lethal force by or against NG personnel; and legality (compliance with laws, policy and regulations). Generally, NG support should be conducted to support civil authorities whose capabilities or capacity is insufficient to meet current requirements without general purpose, specialized or unique NG personnel or capabilities; protecting the life, property and safety of US citizens and US persons; protecting critical US infrastructure; providing humanitarian assistance during disaster response and domestic emergencies; providing support to designated law enforcement activities and operations; and providing support to designated events, programs, and other activities. Applying these various factors to situations entailing state civil disturbances and disaster relief operations, in many cases the NG is the right sourcing solution to provide critically-needed assistance and relief, but every circumstance must be considered on its' own merits, and these factors are well-tested and effective in guiding such decisions about the use of the NG.

**Major Challenges**

**What do you consider to be the most significant challenges you will face if confirmed as the Chief of the National Guard Bureau?**

If confirmed, I will have to strike the right balance between readiness and modernization, while maintaining a sustainable and predictable environment for our service members, and ensure our formations are manned, trained, equipped, and ready whenever and wherever needed, all in a resource-constrained environment.

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

If confirmed, I will advocate for National Guard modernization to ensure our formations remain deployable, sustainable, and interoperable with the Joint Force. I am also committed to maintaining the National Guard's business model, ensuring predictability and sustainability for our service members so they can effectively balance their civilian career, military career, and their family. I will also work with the Army and Air Force to ensure the NG has the right force

structure, end strength, and resources to fulfill our role in the National Defense Strategy at home and abroad. Across these challenges, I will explore innovative ways to optimize limited resources.

**If confirmed, what actions would you take to focus National Guard Bureau efforts on addressing each of these challenges, and on what timeline?**

If confirmed, I would establish working groups to look at each of these challenges to identify innovative, efficient, and effective solutions. I would form these working groups as soon as possible, in coordination with the 54 states, territories, and D.C., and seek their recommendations within 100 days

### **2018 National Defense Strategy**

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

**In your view, does the NDS accurately assess the current strategic environment? Please explain your answer.**

Yes. The assessment of the strategic environment in the National Defense Strategy (NDS) remains accurate, particularly with regard to the return of global competition with China and Russia, and increasing threats to the Homeland. The NDS notes that the United States is in the midst of a rapidly changing world, with revisionist powers challenging the international order and attempting to reshape and influence regions to suit their interests. More importantly, the recognition in the NDS that the Homeland is no longer a sanctuary has become increasingly apparent. Our vulnerabilities are escalating, driven by the growing ballistic missile threat, malicious cyber and space activity; and increasing digital connectivity in all aspects of American life. The security environment is increasingly complex, and the United States faces challenges from adversaries in every operating domain.

**Does the NDS properly focus the United States on preparing to compete, deter, and win against the range of threats it identifies? Please explain your answer.**

Yes, I believe the NDS lays the groundwork for the United States and the Department of Defense to compete, deter and win. Readiness of the Force and Dynamic Force Employment are two key elements of the strategy. In my view, “Readiness” as part of the “Lethality” Line of Effort captures the core attributes of the Joint Force. Readiness is the cornerstone of the DoD’s ability to compete and deter would-be aggressors. Naturally, Readiness of the Joint Force, when

combined with modernized and lethal capabilities, is what will enable the United States to “Win” in any contested military operation. The second element worth highlighting is the NDS concept of Dynamic Force Employment (DFE). In my view, DFE as a concept is the evolutionary step we need to succeed in Great Power Competition. Further gaining, developing and executing the agility to project combat credible forces across the globe is vital for both competition and deterrence. DFE has the benefit of bolstering not only our forces, but helps reinforce relationships with our Partners and increase our collective capability.

**In your view, does the NDS specify the correct set of capabilities by which the United States can achieve its security objectives in the face of ongoing competition and potential military conflict with China and Russia? What do you perceive as the areas of highest risk?**

Yes, I believe the concepts, attributes and priorities laid out by the National Defense Strategy (NDS) remain the most prudent path to achieve our National Security objectives. However, increased risk now exists in the Homeland. Given the ever increasing capabilities of our near peer competitors, the Homeland no longer remains a sanctuary. This is due in part to evolving ballistic missile threats as well as ever increasing adversary cyber and space capabilities.

**Is the National Guard of the United States adequately sized, structured, and resourced to implement the NDS and the associated operational plans?**

Given the current level of resourcing, the National Guard has optimized its size, structure, and resource allocation to best support NDS implementation and meet Combatant Commander requirements.

**If confirmed, how would you address any gaps or shortfalls in the ability of the National Guard of the United States to meet the demands placed on it by the NDS and the operational plans that implement the strategy?**

If confirmed, I would continue our ongoing efforts to improve integration of the National Guard Bureau into the Joint Requirements Oversight Council (JROC) and the Joint Capabilities Integration and Development System (JCIDS).

The NDS and the operational plans that implement it clearly affirm that the homeland is no longer a sanctuary. Vigorous involvement in the JROC and JCIDS promotes greater awareness and advocacy for the military capabilities the National Guard can provide that are relevant to homeland defense. These might include protection of critical infrastructure assuring DoD missions, cyber protection, and greater interoperability with domestic interagency partners during National Guard responses to domestic events.

**In your view, what percentage of members of the National Guard can be non-deployable at any given time without adversely affecting the readiness of the force to execute the NDS and associated operational plans?**

I believe the Department of Defense goal of having no more than 5% of the operational force as non-deployable is realistic without adversely affecting the readiness of the force.

**In your view, to what extent has the National Guard and Reserve Equipment Account (NGREA) improved the overall readiness of the Army and Air National Guard?**

Today's National Guard is better equipped than at any other time in my career, due in large measure to National Guard and Reserve Equipment Account (NGREA) funding. As a result of Congressional support, our Soldiers and Airmen are able to better integrate with our active duty counterparts in training and on the battlefield. NGREA funding has been a key element in the improvement of the National Guard's interoperability, capability, and overall equipment posture in support of both contingency and domestic operations. NGREA has been instrumental in increasing the Army National Guard's equipment on-hand, and has facilitated procurement of critical dual use equipment, combat simulators, engineering equipment and ambulances. The Air National Guard has utilized NGREA to increase combat and domestic response readiness through operational testing, evaluation and fielding of off-the-shelf technologies such as helmet-mounted queuing systems, defensive counter-measures, advanced communications and surveillance equipment.

**Roles and Missions**

**What is your vision of the roles and missions of the Army and Air National Guards?**

The National Guard is an operational force that must remain deployable, sustainable, and interoperable with the Joint Force to provide strategic depth to the nation. My vision is the Army and Air National Guard are fully manned, trained, equipped, and ready to provide forces to the Services and Combatant Commanders in support of the National Defense Strategy. In addition, they provide dual-use capability and capacity for domestic requirements in support of their states, territories, and District of Columbia.

**Do you think the roles and missions of the National Guard should change in any way, particularly in light of the NDS? Please explain your answer.**

The current mission sets the National Guard supports should continue. In light of the NDS, I view the role of the National Guard, as an "Operational reserve with strategic depth." However, I believe there are opportunities for the National Guard to expand its role in areas like offensive and defensive cyber and space operations. The National Guard has successfully been involved in all these missions and operations since their inception.

**What are your views as to the optimal role for National Guard forces in executing overseas combat and contingency missions?**

I believe the National Guard (NG) should continue to play a vital role in both current and future combat and contingency missions. NG units are highly trained, experienced and capable forces.

As we have for decades, NG units provide rotational forces through the Services in support of Combatant Commanders. In the event of a crisis, NG units mobilize and deploy alongside our Joint Force partners whenever and wherever they are needed.

**What are your views as to the optimal role of the National Guard in overseas humanitarian, and stability operations?**

National Guard soldiers and airmen are ideally suited for these mission sets because they bring their civilian skill sets along with their military capability. As such, NG forces should be considered a viable option when identifying forces to fill these roles.

**What do you perceive to be the domestic role of the National Guard in regard to state civil disturbance and disaster relief operations?**

The National Guard (NG) provides ready units to protect life, property, preserve peace, order, and public safety within a state or territory, either carrying out State or Territorial missions or DoD missions. The NG's unique dual state and federal roles provides flexible ways to support state or federal requests for assistance. The NG's presence in 2,600 communities in our states, territories, and the District of Columbia give our forces the ability to quickly respond. For civil disturbance operations, the role of the NG is to support, when authorized, requests from local authorities, including law enforcement agencies, in protecting lives, and preserving property, peace, and public safety.

For disaster relief operations, the role of the NG is to assist, as directed by their Governor, civil authorities in mitigating the consequences of the natural disaster. Essential capabilities the NG can provide include aviation, transportation, logistics, public safety and security, engineering, medical, and communications which are organized and located to integrate quickly with the Federal Emergency Management Agency (FEMA) Emergency Support Functions (ESFs).

**In your view, should DOD assign homeland defense or global or domestic civil support missions exclusively to the National Guard? Please explain your answer.**

No. In each instance, the National Guard is only one piece of a total force solution. Each service and component has unique capabilities. The National Guard is postured in 54 States, Territories, and the District of Columbia and can rapidly respond to the needs of the Nation. There are certainly instances in civil support where the National Guard has the ability to bring its response resources rapidly and effectively across the whole of the nation. However, limiting partnered force structure diminishes overall response capability across each of these dimensions. This idea also applies to homeland defense and global missions. Identifying each component's unique capabilities and leveraging those to the nation's best advantage serves the citizenry of the nation and utilizes all resources to achieve the desired outcome.

**What homeland defense and civil support capabilities, if any, should receive increased emphasis in the National Guard?**

There is a capacity shortfall in engineering assets for debris removal, construction, and bridging, that depending on the scale of response, could require T10 augmentation. The Mobile Airborne Firefighting System (MAFFS) is at the end of its service life and should be replaced with modernized systems. Finally, the NG has shortfalls in capacity for communication packages to include the Joint Incident Site Communications Capability (JISCC), VHS & UHF repeaters, and prime power generation.

**What capabilities currently resident in the National Guard could the Nation afford to trade for increased emphasis on higher priority missions?**

The National Guard provides a cost-effective reserve component to the Army and the Air Force. If confirmed, I will work closely with the Army and the Air Force to regularly evaluate Total Force requirements to ensure the capabilities within the National Guard are consistent with the priorities prescribed in the National Defense Strategy.

**If confirmed, how would you seek to enhance the relationship between the National Guard Bureau and USNORTHCOM, particularly with regard to the planning, coordination, and collaboration among USNORTHCOM, the National Guard Bureau and the state National Guard forces?**

Having served as the Deputy Commander at USNORTHCOM and Vice Chief of the National Guard Bureau, I know the importance of USNORTHCOM and NGB having a positive, cohesive relationship. If confirmed, I will continue to work closely with USNORTHCOM to meet requirements for the defense of the homeland. In addition to our many efforts at integrated planning, training and exercising, the National Guard will continue to stay engaged with USNORTHCOM to advise and assist them in their development of plans and requirements to protect the Homeland. Lastly, I would advocate for the Deputy Commander position to be filled by a qualified National Guard officer.

**If confirmed, what objectives would you seek to achieve with respect to the National Guard organization, end strength, and force structure?**

If confirmed, I do not anticipate any major changes to the National Guard's organization, end strength, or force structure given the current environment. As the strategic environment changes, the requirements for the National Guard will also change, and we must ensure we continue to meet the needs of our states and nation. Our force structure is aligned with our role as the primary combat reserve of the Army and Air Force and we will continue to work with the Services to ensure the National Guard remains deployable, sustainable, and interoperable with its active components.

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

The Reserve Components are both an operational reserve and a strategic reserve simultaneously. On any given day, Guard members and Reservists serve in nearly every layer of our Nation's defense as articulated in the 2018 National Defense Strategy. They perform missile defense missions, counterdrug missions, provide COVID-19 testing and PPE distribution, provide for air defense of the National Capital Region, flood support, cybersecurity support, wildfire response, and support every Combatant Commander across the globe with combat-credible forces.

Proper manning, training, and equipping of the National Guard enables the Department of Defense to compete where and how it chooses, and also maintain ready, resilient and lethal forces for contingencies overseas. This will require adequate resourcing and modernized equipment that is deployable, sustainable, and interoperable with the Joint Force.

**What are your views on the relative balance required between the Army National Guard and active Army end strength levels?**

Maintaining a balanced force structure with combat and enabling forces best prepares the National Guard to meet both Combatant Commander and Governors' requirements, and provides cost-effective depth to both the Army and Air Force. As part of the Army and Air Force processes, we continually re-evaluate Total Force requirements to ensure they meet the broad spectrum of missions. If confirmed, I will continue this close partnership to ensure National Guard capabilities best reflect the needs of the Nation.

**What are your views on the relative balance required between the Air National Guard and active Air Force end strength levels?**

As an operational reserve that provides strategic depth, the Air National Guard participates in all Service missions. At approximately one-third the size of the Active Component, the overall balance is effective. However, we can re-design portions of the force mix, such as associate units, to increase our efficiency. If confirmed, I will work with the Air Force to address these opportunities.

**If confirmed, what level of input and influence would you seek to exercise with regard to Army and Air Force force structure and resource allocations? What would you perceive to be the most effective way to make recommendations to the Military Departments on these issues, particularly with regard to the Department's budget formation process for the National Guard?**

The National Guard Bureau is fully integrated into the Services' budget formulation processes; our effectiveness is directly driven by our continuous participation. The most effective way for the National Guard Bureau to make recommendations into the Department's budget formulation process is through the Department's existing joint processes such as the Planning, Programming, Budgeting, and Execution system.

**If confirmed, what specific actions would you take to enhance the recruiting and retention of experienced members of the National Guard?**

If confirmed, I will continue the programs that incentivize the recruiting and retention of qualified, trained, and experienced airmen and soldiers. An important focus area is our interaction with the Air Force and Army to maximize the opportunities for Active Component airmen and soldiers to serve in the National Guard. I will also focus on retention of mid-career soldiers and airmen, to help improve the diversity of our force at higher rank levels. Finally, I will review the recruiting force in the Air and Army Guard to ensure they have the personnel and resources to effectively perform their mission.

**What is the current role of the Chief of the National Guard Bureau with respect to oversight of the Weapons of Mass Destruction-Civil Support Teams? If confirmed, would you seek to modify your role in any way? Please explain your answer.**

If confirmed, I would not seek to modify my role at this time. The mission of the WMD-CSTs is to respond to the use or threatened use of a weapon of mass destruction in the United States, including intentional or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials, or natural disasters that result, or could result, in catastrophic loss of life or property. The National Guard Bureau (NGB) is responsible for overall WMD-CST mission readiness – all manning, training and equipping functions. NGB fulfills these responsibilities by advocating for WMD-CST operational requirements within the Department’s joint processes to include submitting planning, program, and budget requirements into Army and Air Program Objective Memorandums (POM); and advocating for necessary specialized equipment modernization within Department’s Chemical Biological Defense Program (CBDP) and Service acquisition programs. NGB’s role in managing the manning, training and equipping of NG WMD-CSTs and other NG CBRN domestic response forces is sufficient to sustain operational readiness.

### **Recruiting and Retention**

**Are you concerned that the Nation’s continued reliance on the National Guard—particularly over the past two decades—for operational missions is or will have an adverse effect on Guard recruiting and retention? On private sector employers’ willingness to hire National Guard members?**

As a senior leader of the National Guard, I am always concerned about maintaining the balance between fully supporting operational missions and maintaining our part-time business model. For both the Army and Air National Guard, data indicates the current operational tempo is not having a negative impact on recruiting and retention rates. The biggest concern for private sector employers continues to be predictability and ample advanced notice for deployments.

**For the first time in a decade, the Air National Guard will miss its retention and end strength goals.**

**In your view, why will the Air National Guard miss its retention and end strength goals?**

This year, we expect to meet our retention goal of 90%. Prior to COVID-19, the Air National Guard anticipated meeting its end-strength goal. However, April and May recruiting numbers were impacted by restrictions and limitations associated with COVID-19. We hope to make up the difference in the remaining months of this fiscal year and meet our end strength goals.

**In your view, does the nature or the duration of the National Guard role in assisting States to address COVID 19 have an impact on the willingness of Air National Guard personnel to continue to serve?**

We currently do not anticipate a negative impact. One of the factors that attracts Americans to join the National Guard is service in support of their local communities.

**Will the Army National Guard meet its retention and end strength goals this year? If not, why, in your view, will they miss these goals?**

The Army National Guard is on pace to achieve its retention goal. In April and May, recruiting numbers were below projections but we are hoping to make up the difference in the remaining months of the fiscal year.

**Does the unwillingness of airmen to continue to serve in the Air National Guard indicate future concerns about citizens willingness to serve in the Army or Air National Guard?**

Both the ANG and ARNG are on track to meet their retention goals this year. Both are also hoping to make up gaps in their April and May recruiting numbers in the remaining months of the fiscal year to meet their end strength goals. As a result, we see a continued willingness for citizens to serve in the Army and Air National Guard.

## **Lessons Learned**

**What do you perceive to be the most significant and important “lessons learned” from the National Guard’s participation in numerous post-9/11 contingency operations around the world?**

One lesson is our Citizen-Soldiers and Citizen-Airmen are indistinguishable from their active duty counterparts both at home and on the battlefield. The National Guard’s participation in the post-9/11 emergencies and contingencies demonstrate what can be achieved by a properly resourced and ready National Guard.

A second lesson is the National Guard is a cost-effective hedge against uncertainty, no matter if that uncertainty stems from near-peer, nation-state competitors or from budget instability. One study found that Reserve Component (RC) forces account for 39% of military end strength, but only consume about 16% of the defense budget. Further, the cost of an RC service member, when not activated, is less than one third that of their active-duty counterpart. As the largest

reserve force in the Department of Defense, the NG provides capability and capacity at tremendous value.

A third lesson is the National Guard must assist our Soldiers and Airmen when balancing their service commitments with civilian careers, education, and families. Mid-grade leaders have been under particular stress since 9/11 because much of the National Guard has operated far outside the “one weekend a month” construct. One report shows the average Army National Guard Soldier serves about two weeks more per year than the historical norm. Leaders at all levels must strive to provide as much predictability as possible to our Guard members.

**What do you perceive to be the most significant and important “lessons learned” from the National Guard’s military support to civil authorities in addressing the COVID-19 Pandemic?**

The most significant and important “lesson learned” was the reaffirmation that state National Guards, drawing upon the training, readiness and professionalism developed in preparation and execution of Federal missions, is best positioned to support the unique requirements of their respective states. During the COVID-19 Pandemic, each state tailored the timing, composition, and use of their respective National Guards to provide essential support to their civilian lead agencies while trying to understand and overcome challenges around employment under 32 U.S.C. § 502(f)(2). Additionally, despite the dire economic conditions resulting from the pandemic, the States demonstrated fiscal stewardship in calling to duty only what they needed; utilizing less than 50% of those authorized for most of the response. The next step is to address the challenges of implementing the authorities under section 502 of Title 32, United States Code.

**If confirmed, how would you apply these “lessons learned” going forward?**

The National Guard Bureau (NGB) maintains a comprehensive repository of lessons learned for contingencies and natural hazards. If confirmed, I will work with the Adjutants General to share these lessons learned to help minimize any negative impacts on our soldiers, airmen, families, and employers.

**The Secretary of Defense has recently directed an after-action review of the National Guard’s response to the civil unrest in the Nation’s capitol.**

**If confirmed, what role will you, in your capacity as the Chief of the National Guard Bureau, have in this after-action review?**

In conjunction with the Secretary of the Army, I will fully participate in the review of the National Guard’s response to civil unrest in Washington, D.C. To this end, I will also ensure any and all lessons learned are shared with the Governors and Adjutants General throughout the 54 states, territories, and District of Columbia.

**Coordination with State Adjutants General**

**What is your view of the role of the Chief of the National Guard Bureau in establishing defense policy and in DOD, Army, and Air Force resource allocation and funding decisions?**

IAW 10 U.S.C. 151, as the advisor to the Joint Chiefs of Staff, the CNGB is responsible for ensuring that the National Guard continues to have an active voice in the development of defense policy on all matters - but particularly those matters that involve the non-federalized National Guard forces in support of homeland defense and civil support missions. If confirmed, I will ensure the National Guard requirements for capabilities and functions are considered during the DoD planning, programming, budgeting, and execution (PPBE) process deliberations and budget execution. Through the NGB, we will execute our role as the channel of communications on all matters pertaining to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States between (1) the Department of the Army and Department of the Air Force, and (2) the several States coordinating and communicating with the states, territories and the District on these matters. IAW 10 USC 10503, I would ensure that the NGB allocates the unit structure, strength authorizations, and other resources to the Army National Guard of the United States and the Air National Guard of the United States. Further, in coordination with the Combatant Command, I will ensure the National Guard forces are included into their planning for, and sourcing of, defense support of civil authorities' activities.

**If confirmed, specifically what would you do to engage the State Adjutants General on defense policy and resource allocation issues—with a view to ensuring that State voices are heard in defense policymaking and budgeting processes?**

Pursuant to the National Guard Bureau charter prescribed under section 10503 of Title 10, U.S. Code, the National Guard Bureau is staffed by representative members of the National Guard, and it is tasked with the specific responsibility to participate in the DoD planning, programming, budgeting, and execution (PPBE) process deliberations and budget execution on behalf of the National Guard. As active participants in this deliberative process, these Guardsmen regularly communicate with their state counterparts, giving them the opportunity to convey the specific concerns of states. If confirmed, I will continue this practice, and the National Guard Bureau will also use advisory panels comprised of state National Guard representatives when considering major changes to policy or force structure. As decisions in the Pentagon are often made quickly, it is also the continuous obligation of the Chief of the National Guard Bureau and the National Guard Bureau staff sections to coordinate and communicate regularly with the 54 National Guards to ensure their needs and concerns are properly considered. I will continue to use regular meetings and video teleconferences with the Adjutants General to keep them informed throughout the year on all significant National Guard matters. In accordance with Executive Order 13528, I will also participate as a federal official in the exchange of views, information, or advice between the DoD and the Council of Governors on matters related to the National Guard and civil support missions.

**Do you believe there is value in establishing one overarching National Guard position on matters important to national defense? If so, how would you go about achieving this, if confirmed?**

Yes. If confirmed, I will work closely with the Adjutants General on policy issues to promote a single National Guard position. Continual dialogue and transparency are critical to this effort. I also acknowledge there are circumstances where perspectives may differ given the National Guard's unique structure and our statutory roles.

**What is your understanding of the resources and personnel over which the Chief of the National Guard Bureau exercises authority, direction, and control?**

Under section 10502 of Title 10, U.S. Code, as implemented in the National Guard Bureau Charter prescribed pursuant to section 10503, U.S. Code, the Chief of the National Guard Bureau is responsible for the organization and operations of the National Guard Bureau, to include resourcing decisions as well as management and direction of all assigned National Guard Bureau personnel. Additionally, under 10 USC 10508, the CNGB may program for, appoint, employ, administer, detail, and assign persons to the NGB and the state NGs to execute the functions of the National Guard Bureau and the missions of the National Guard, and missions as assigned by the CNGB.

**In your view, should the Chief of the National Guard Bureau have directive authority with regard to the Adjutants General of the states and territories? Please explain your answer.**

Having served at the national level and as an Adjutant General, I believe that the current statutory scheme provides an effective partnership between Federal military authorities and the Adjutants General, who are commanded by their governors while subject to federal regulation and oversight. As provided in statute and policies of the DOD and Services, the National Guard Bureau has the necessary authorities to ensure the proper balance of coordination and oversight of the Adjutants General and their National Guards. These authorities effectively enable the National Guard Bureau to monitor and assist the States in the organization, maintenance, and operation of National Guard units so they are prepared to augment the active forces and to perform other critical functions as authorized by Congress.

If confirmed, I will work closely with The Adjutants General and their governors on the importance of meeting all federally recognized standards and policies for the National Guard. In my experience, most issues with noncompliance can be resolved through education and communication so a state's senior leaders understand the requirements and objectives of DOD and Service policies. If a state's leadership refuses to meet federal standards for their National Guard, which would be a rare and serious occurrence, I would consult with DOD and Service leadership to find constructive ways to resolve the matter before moving to escalatory measures to gain compliance.

**Do you believe the National Guard Bureau has adequate authority to conduct oversight of Federal resources and equipment provided to the 54 states and territories? Please explain your answer.**

Yes, through the U.S. Property and Fiscal Officers (USPFO) in each state and territory. The Chief of the National Guard Bureau supervises all USPFOs. The USPFOs maintain appropriate supervision over the expenditure of federal funds at the States, as well as the acquisition and supply of, and accountability of the States for, federal property issued to the National Guard. If confirmed, I would have the authority, personnel and ability to manage the resourcing of federal funds to ensure compliance with federal law and policy through the NGB's management of the budgets of the Army National Guard of the United States and the Air National Guard of the United States.

**What is your understanding and assessment of adequacy of oversight of National Guard budget execution by the National Guard Bureau, the Department of Defense, the Department of the Army, and the Department of the Air Force, particularly with respect to appropriations for personnel, operations, and procurement? If confirmed, what actions, if any, would you take to improve this oversight?**

If confirmed, I will continue improving stewardship of the resources entrusted to the National Guard by the American taxpayer. I will also continue to place emphasis on the actions necessary to achieve an unmodified financial statement.

The National Guard Bureau's resource management responsibilities are led by an experienced Senior Executive Service civilian employee and a military general officer within NGB's J8 Directorate. Additionally, senior Title 10 military officers serve as comptrollers assigned to the National Guard Bureau, the Army National Guard and the Air National Guard—who are accountable for the oversight, management and internal controls associated with safeguarding and proper execution of National Guard appropriations.

The National Guard Bureau promotes fiscal stewardship and oversight of federal resources by continually assessing the fiscal state of the National Guard within both an oversight structure and as a component of the fiscal stewardship comprehensive plan. This is in accordance with CNGBI 9500.01A, "National Guard Fiscal Stewardship," which sets out this oversight structure and processes designed to strengthen internal controls and maintain audit readiness in NG fiscal operations.

### **The "Dual-Status" Commander**

**The appointment of a "dual-status" commander has become the customary command and control arrangement when active duty and National Guard forces are employed simultaneously in support of civil authorities.**

**What is your view of the effectiveness of recent uses of "dual-status command" authority? If confirmed, would you recommend expansion of the frequency with**

**which this authority is invoked and utilized? In what other situations would the assignment of a “dual-status” commander be most beneficial, in your view?**

Dual-status command authority facilitates unity of effort for National Guard and other components of the armed forces serving in various duty statuses in the same state, including: State Active Duty, Title 32 of United States Code, and Title 10 of United States Code. Since 2004, dual-status command has become a proven tool that facilitates unity of effort, and was most recently used by Governors and the Secretary of Defense during our response to the COVID-19 pandemic. If confirmed, I will work with USNORTHCOM and USINDOPACOM to determine if an expansion to the frequency is warranted, and if other situations would benefit from the assignment of a dual-status commander.

**In your view, can a single officer serve in both a State and Federal capacity and effectively exercise both State and Federal authorities and responsibilities? Please explain your answer.**

Yes. Although used sparingly, the “dual status” command authority provided in sections 315 and 325 of Title 32, United States Code has provided operational flexibility to coordinate Federal military forces and non-Federalized National Guard forces under a single officer, thereby maintaining unity of effort through the officer’s ability to simultaneously exercise both State and Federal responsibilities. Examples of successful use of this authority include the response to Super Storm Sandy, the recent COVID-19 response, and joint task forces that have been used during presidential inaugurations and other national special security events.

**In your view, what are the risks of such “dual-status” command arrangements and, if confirmed, what actions would you take to ensure these risks are mitigated?**

There are several risks associated with “dual-status” command arrangements. The first concerns the appropriate use of a DSC. Per military Joint Doctrine, appointment of a DSC is generally not applicable in civil disturbance operations, homeland defense operations, federal military commanders providing Defense Support to Civil Authorities under Immediate Response Authority, mutual or automatic aid agreements between communities and military installations, or federal military commanders supporting DoJ in emergency situations involving weapons of mass destruction.

Another risk entails the lack of unity of command in multi-state areas of operations. DSCs cannot legally be members of multiple state National Guards, so they cannot serve as DSCs for multiple states at once. Therefore, we need to ensure careful coordination among multiple DSCs in neighboring states during multi-state operations to mitigate those risks.

There is additional risk of confusion between state and federal roles and missions. This relationship requires missions ordered by a DSC are given to the correct subordinate chain of command -- federal or state. Some missions must be performed federally, and some must be performed by the state. It is important for DSCs and their respective federal and state staffs to understand and apply these rules correctly. Education and training, as well as the involvement of

the DSC's legal advisors (Judge Advocates) on both their federal and state staffs, mitigates these risks.

Finally, there is some risk that a DSC could receive orders from one chain of command that might conflict with state or federal law. To mitigate this, DSCs should consult with their legal advisors (Judge Advocates) from both their federal and state chains of command, and if such consultation remains unresolved, they notify both chains of command and request appropriate guidance. These issues rarely arise and are nearly always resolved and reconciled at lower levels.

## **Mobilization and Demobilization of National Guard**

**What is your assessment of improvements made over the past two decades in National Guard mobilization and demobilization policies and procedures? Where do problems still exist in your view, and if confirmed, what would you do to address those problems?**

The Department of Defense has made significant improvements in National Guard mobilization and demobilization policies and procedures. As an example, both the Army and the Air Force adapted their mobilization policy procedures to better adapt to changing environments and needs of the Combatant Commanders. Areas of improvement include increased use of automated systems and allowing units to conduct more home station training to decrease mobilization and demobilization timelines. Areas requiring improvement include timeliness of orders (i.e. TRICARE coverage), the ability to utilize a single order to cover CTC rotations in conjunction with a mobilization, and duty status reform. If confirmed, I will work with DoD to continually improve and streamline the mobilization and demobilization policies and procedures.

**What do you consider to be the most significant current need of the Army National Guard and the Air National Guard with regard to ensuring their readiness for future mobilization requirements?**

For both the Army and Air National Guard, the most significant current need is adequate resourcing. Whether it is individual and collective training, military construction, full-time manning, or modernization of equipment, adequate resourcing is key to ensuring readiness for future mobilization requirements.

**What is your assessment of the Department's use to date and planned future uses of the mobilization authority provided under section 12304b of title 10, U.S. Code?**

The authorities the Secretaries of the Army and Air Force exercised under Section 12304b enable the National Guard to continue to serve as an operational force and alleviate stress on the Active Component, while also providing a level of predictability to family members and employers. Section 12304b should remain the foundation for employment of the National Guard as an operational force for the foreseeable future. If confirmed, I will work with the Department to

leverage all available authorities to ensure the National Guard remains an integral part of the National Defense Strategy. I will also strive to achieve equality of benefits through duty status reform.

**Are National Guard aviation units successfully executing their flight hour programs to maintain adequate skill proficiencies for air crews and maintainers? If not, how would you improve and provide better oversight of these programs?**

Over the past three years the Army National Guard successfully executed its Flying Hour Program (FHP) at 97% (or greater).

Under-execution of Air National Guard (ANG) flying hours can be directly attributed to the increased demand for ANG support to overseas contingency missions. Air crews and maintainers that are deployed are not available to execute peacetime flying hours at home. Therefore, under-execution, in this case, does not equate to inadequate maintenance of skill proficiencies for air crews and maintainers.

### **Duty Status Reform**

**In 2019, DOD submitted an extensive legislative proposal to “implement alternative approaches to reducing the number of statutory authorities by which members of the reserve components of the Armed Forces may be ordered to perform duty.” This proposal, while seemingly sufficient on the substance, contained numerous technical and conforming inconsistencies that require further refinement before it can be enacted into law.**

**Is “duty status reform” still an important goal, in your view? Why or why not?**

Yes. Duty Status Reform (DSR) addresses long-standing issues such as pay and benefit inequities and disruptions, alignment of budget processes, and challenges calling RC members to duty. The mandated reduction to four duty categories, in eight statutes, further simplify calling the RC to duty, and promotes benefit parity while maintain existing National Guard State and Title 32 authorities.

**Do you believe the 2019 DOD duty status proposal satisfies the needs of the National Guard in particular?**

Yes. The 2019 DOD duty status proposal generally satisfies the needs of the National Guard; however, work remains for Title 38 benefits alignment and remote duty assignments.

**If confirmed, what would you do to modify or refine the legislative proposal submitted by DOD?**

The current legislative proposal with respect to Duty Status Reform (DSR) omits Title 38 benefits parity. Any DSR legislation should ensure all members performing equal duty are eligible to receive the same pay and benefits.

## **Dwell Time**

**Section 991 of title 10, U.S. Code requires the Secretary of Defense to prescribe a policy establishing “the amount of dwell time a reserve member of the armed forces remains at the member's permanent duty station after completing a deployment of 30 days or more in length.”**

### **What is your understanding of the current Department of Defense policy for Reserve Component dwell time?**

The Secretary of Defense’s goal for reserve component mobilization-to-dwell ratio is 1:5. Secretary of Defense approval is required for any activation less than 1:4. The actual average dwell time for individual Guardsmen varies across capabilities and units. If confirmed, I will continue to monitor the mobilization-to-dwell ratios to ensure we optimize force utilization while maintaining our business model and provide predictability to our airmen, soldiers, families, and employers.

### **What is your understanding and assessment of the current dwell time status of National Guard personnel as compared to the policy in effect?**

In most cases, the dwell time status of National Guard personnel currently exceeds the Department mobilization-to-dwell ratio standard of 1:4. However, there are instances where high-demand, low-density units in both the Air and Army National Guard deploy more frequently. In general, a sustained, predictable 1:5 mobilization- to- dwell cycle is critical to maintaining our part-time business model.

### **What is your understanding and assessment of the adequacy of measures taken to respond to operational requirements for low-density, high-demand units and personnel whose skills are found in the Army and Air National Guard?**

The National Guard works closely with the Services and the Joint Staff to determine the best and most equitable way to utilize low-density, high-demand units and personnel. We are actively managing these critical assets to provide predictability to minimize stress on low-density, high-demand units and their personnel.

### **In your view, should National Guard dwell time be changed so as to ensure that National Guard personnel can sustain favorable relationships with and support from their civilian employers?**

No, given we can sustain a minimum 1:5 dwell ratio and provide predictability to our soldiers, airmen, families, and employers.

**What modifications, if any, would you recommend to modernize the Uniformed Services Employment and Reemployment Rights Act?**

Allowing civilian government employees to make deposits for uniformed service and protections under State Active Duty or Encampment orders are two areas where the Uniformed Services Employment and Reemployment Rights Act could be modernized. Additionally, the USERRA provisions pertaining to National Guard Technicians (Dual-Status) should be updated to reflect the changes to the Technician statute in the 2017 National Defense Authorization Act. If confirmed, I would recommend to the committee and the Department any additional modifications to modernize the Uniformed Services Employment and Reemployment Rights Act.

**Stress on the Force and Family**

**What do you consider to be the most important family readiness issues in the National Guard?**

I consider the most important family readiness issues to be predictability of deployments, continuity of care, employment security in both military and civilian sectors, proper resources and support programs for families, and competitive pay and benefits. If confirmed, I will focus on addressing all of these, and any others that arise, to best support airmen, soldier, and family readiness across the National Guard.

**In your view, what are the key indicators of stress on National Guard families at this time?**

Financial readiness, relationships, and behavioral health continue to be the top indicators of stress on National Guard members and their families. Financial and relationship (communication) assistance have been top issues highlighted by our Family Assistance Centers over the past ten years. Additionally, we recognize unemployment can exacerbate the other factors, making it a major indicator as well.

**If confirmed, what would you do to address these stressors?**

If confirmed, taking care of National Guard soldiers, airmen, and their families will continue to be my highest priority. I will work with the Department of Defense and the Services to ensure predictability, proper resourcing, and support for the programs that address the stressors affecting our service members and their families. The DoD family readiness system supports all the Total Force and their families, regardless of their status or location. Whether members reside on an installation or far away, the DoD family readiness system connect Service members and families to the resources and support they need to remain resilient and ready. In addition, Military

OneSource is available 24/7 and provides a wealth of resources and information to assist Services members and their families.

**If confirmed, specifically what would you do to enhance military family readiness support to National Guard families, particularly those who do not reside near an active duty military installation?**

If confirmed, I will work to improve critical capabilities that maximize service member and family engagement within their communities. One example of integrating community and military resources is through the Joining Community Forces program. This program connects military and community resources to foster a sustainable network of local support through governmental, non-governmental, non-profit, corporate partnerships, and local citizen collaboration. I am also committed to working with partners across the Department of Defense to ensure effective, centralized and standardized family programs reach National Guard families, particularly those who do not reside near a military installation. For example, I will work to leverage Military OneSource, Military and Family Life Counseling, and the Spouse Education and Career Opportunities program. These programs are not tied to one physical space and allow for both virtual access as well access in the communities where National Guard families live and work.

**The National Guard and the Transition Assistance Program (TAP)**

**What is your assessment of the efficacy of TAP services and support to members of the National Guard as they transition from federalized/mobilized status back to civilian life and participation in their assigned National Guard units or positions?**

The National Guard continues to improve our TAP services to provide our service members the best information and support possible. If confirmed, I will work with the Adjutants General to improve the Guard's partnerships with our communities and leverage local resources with programs funded by the Army and Air Force.

**What are your ideas for improving transition and reemployment services for members of the National Guard?**

If confirmed, I will recommend extending the Transitional Assistance Management Program to Guardsmen serving in a Title 32 status, and incentivizing employers to support Guardsmen returning from deployment. I will also work with the committee and the Department to identify other opportunities to improve reemployment services.

**Medical and Dental Readiness of National Guard Personnel**

**Medical and dental readiness of Reserve Component personnel remain issue areas for the Committee.**

**What is your view of the current medical and dental readiness of National Guard personnel?**

National Guard personnel are currently medically and dentally ready in time to support mobilizations and deployments. The National Guard Bureau expects a decrease in readiness in the short term due to the impacts of COVID-19 on the availability of medical services. If confirmed, I will ensure the National Guard Bureau regains any lost medical readiness due to COVID-19 to the quickest extent practicable.

**If confirmed, what improvements to reporting on the medical and dental readiness of the National Guard would you make?**

If confirmed, I would work to ensure greater command emphasis on accurate and timely medical and dental readiness reporting.

**If confirmed, specifically what would you do to improve on the ability to produce a healthy and fit National Guard?**

Medical and physical readiness are the cornerstones of overall readiness of our soldiers and airmen. If confirmed, I will continue to support programs like the Reserve Health Readiness Program, the Deployment Health Assessment Program, the Army Selected Reserve Dental Readiness Program, and telehealth options which enable medical readiness for our National Guard members. I will also support continued liaison with the Defense Health Agency (DHA) to assist them in developing policies that support the needs of the total force and enhance the ability of our National Guard members to receive access to medical readiness services.

**National Guard Personnel and COVID-19**

**National Guard personnel have been deployed in large numbers—at times upwards of 46,000 were deployed, currently reduced to 37,000—support states responding to the COVID pandemic, Large numbers of National Guard personnel have been infected as a result.**

**How many National Guard personnel have become infected with COVID-19, how many remain infected, and how many have recovered?**

As of 14 June 2020 the National Guard Bureau has tracked a total of 1,528 positive COVID-19 cases; 768 of these are still active, 759 Guardsmen have recovered, and one fatality.

**What percentage of those deployed have become infected?**

As of 14 June 2020 more than 46,000 National Guard men and women have been called to service in the fight against COVID-19. Among those deployed less than 3% have become infected with COVID-19.

**What actions are being taken to quarantine and test these deployed Guard members before they return to their communities?**

National Guard leaders remain committed to the health and safety of our soldiers, airmen, their families, and their communities. The National Guard Bureau has promulgated specific medical instructions which provides Commanders with details on how to screen personnel for exposure, risk, and symptoms of COVID-19, and includes guidance on testing and when quarantine is appropriate.

**How will the National Guard monitor those National Guard personnel who have become infected and ensure any residual physical or mental health effects from their deployment are addressed?**

National Guard healthcare professionals, working under the State Surgeons, monitor our service members who became infected with COVID-19 both during their initial treatment and immediate follow up care. In addition to any civilian medical assistance and care provided to our service members, the National Guard has physical and behavioral health professionals within its ranks and well-developed processes to sustain continued assistance, or refer to higher level treatment modes, as each case warrants.

**Post-Traumatic Stress Disorder**

**Invisible wounds, such as Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI), may not be manifest until months after demobilization.**

**If confirmed, what steps if any would you take to improve consistency of identification and referral for care for PTSD and TBI for members of the Army and Air National Guard?**

If confirmed, I will ensure outreach remains a top priority of the National Guard. The National Guard has significantly expanded its Psychological Health Program over the past two years resulting in more consistent access to care and resources for our service members. I will work to ensure the National Guard Bureau continues to remove any and all barriers soldiers and airmen face in seeking treatment.

**Health Care for National Guard Personnel**

**Members of the National Guard who are ordered to active duty for more than 30 days are eligible for the same health care and dental benefits under TRICARE as other active duty service members.**

**What is your view of the adequacy of health care for National Guard personnel?**

The healthcare provided by TRICARE while on active-duty for 31-days or more, and the TRICARE Reserve Select option for traditional National Guard members is critical to the readiness, health, and well-being of the force and their families. If confirmed, I will advocate soldiers, airmen, and their families should have coverage for any amount of time they are performing active duty.

**What are your suggestions for improving continuity of care for members of the National Guard and their families?**

Ensuring the same benefits for soldiers and airmen serving under Title 32 orders, as they would receive under Title 10 orders, would help improve continuity of care for National Guard members and their families.

**TRICARE Reserve Select authorizes members of the Selected Reserve and their families to use TRICARE at a subsidized rate when they are not on active duty.**

**What is your assessment of TRICARE Reserve Select program and its level of utilization in the National Guard?**

TRICARE Reserve Select is a very valuable option for traditional National Guard members and has been vital to the readiness, health and well-being of the force and their families. I fully support increasing awareness and utilization for all National Guard members who need viable health care.

**What impact has TRICARE Reserve Select had on recruiting for the National Guard?**

Tricare Reserve Select (TRS) is a valuable benefit for our National Guard soldiers, airmen, and their families. It is both a recruiting and retention tool, and significantly improves the readiness of our force. This benefit is among the top reasons soldiers, airmen, and their families choose to stay in the National Guard, which contributes to higher retention rates. TRS has also been identified as a significant factor for separating active-duty members when considering joining the National Guard.

**If confirmed, what specifically would you do to ensure that sufficient mental and behavioral health resources are available to National Guard soldiers, airmen, and their families who do not reside near a military base?**

If confirmed, I would work to expand the virtual health capabilities the National Guard Psychological Health Program has leveraged to improve access to care and connect with geographically dispersed Service Members and their families. I would also continue to build partnerships with federal and non-federal entities to expand service provider networks and improve access to care for our members and families.

**If confirmed, specifically what would you recommend to improve processing timelines for National Guard service members referred into the Disability Evaluation System?**

If confirmed, I will increase command emphasis on meeting submission timeline requirements, and ensure line of duty determinations are completed on time. I would also place additional focus on standardizing internal processes, access to military health records, and staff training to meet Disability Evaluation System requirements.

**Business Operations Reform for Greater Performance and Accountability**

**The reform of DOD’s business operations is a pillar of the 2018 NDS, with the goal of saving \$46 billion over four years—savings that would be reinvested in enhancing the readiness and lethality of the force.**

**What business operations reforms has the National Guard Bureau achieved to date and how much money has been saved as a result?**

The National Guard Bureau (NGB) actively assesses business operations across the organization. In March of this year, the ARNG was the first component of the Army to field IPPS-A. In addition, NGB identified duplication of effort across the Army and Air Directorates, and has begun consolidating them into single offices in the following areas: Human Resource Management, EO/EEO, Diversity and Inclusion, and Chaplaincy. Any personnel savings realized will be used to fill critical vacant requirements. The NGB continues reform efforts including: Defense Business Systems Reform, Enterprise Resource Planning systems deployment, Acquisition Reform (Category Management & Services Acquisition), and Talent Management Reform.

**To what readiness and lethality objectives or programs were these savings transferred?**

Both ARNG and ANG invested in end-strength, facilities and equipment sustainment, bonus and incentive pay to enhance retention, and training and exercises to maintain required readiness levels to support the active component.

**Military Construction Budgets**

**The overall budgets for military construction have been declining in recent years. The National Guard and Reserve’s share has been particularly hard hit since a significant portion of funds dedicated to Guard and Reserve military construction were provided by congressionally directed spending.**

**If confirmed, how will you manage the National Guard’s infrastructure requirements in light of these funding reductions?**

If confirmed, I will work with Congress and the State Adjutant Generals to ensure that the National Guard maintains adequate infrastructure across the country that is tailored to meet mission requirements at minimal cost. I will continue to prioritize the most critical National Guard requirements with the resources available.

### **Additional National Guard Programs**

**The National Guard participates in programs such as the Youth Challenge Program, STARBASE, and the State Partnership Program.**

**What is the added value of these programs to the implementation of the NDS, in your view?**

The State Partnership Program (SPP) directly adds value to the implementation of the National Defense Strategy by developing enduring relationships with partner countries, improving capacity and interoperability, countering malign influence, and obtaining and enhancing U.S. access and influence. As part of his focus on Allies and partners, Secretary Esper identified the SPP as a priority competition tool for the Department, recognizing the outsized impacts this program can achieve. SPP supports 82 partnerships involving 89 countries in all six Geographic Combatant Commands.

The added value of the National Guard Youth Challenge Program (NGYCP) and STARBASE programs to the National Defense Strategy are through cultivating workforce talent and strengthening alliances and attracting new partners at the State and Local level. These programs greatly benefit our communities and help connect the Department to the fabric of America. These programs expose our youth to military service members and are opportunities for the NG to give back to the communities they rely on for recruiting and civilian employment

**Has STARBASE been successful, in your view, in improving propensity among youth to serve in the military? Has it improved the willingness of influencers to recommend military service? Please explain your answer.**

While not a recruiting program, DoD STARBASE has been successful in improving knowledge and skills of students in kindergarten through twelfth grade in mathematics, science, and technology. Since 1993, over 1.4 million fourth through sixth graders have attended this STEM enhancement program. With facilities located on military installations in 69 locations, the DoD STARBASE program adds value and strengthens the relationships between the military, the community, and the surrounding school districts.

STARBASE has improved the willingness of influencers to recommend military service. In a recent report to Congress, the number of teachers who were "Very Likely" or "Extremely Likely" to recommend the DoD or the military as a career option to students jumped by approximately 30 percentage points (75 percent increase) after participating in the DoD STARBASE program. This same report states that 99.5% of teachers would recommend participation in the DoD STARBASE program to other teachers, principals, and school administrators.

**How many Youth Challenge participants join the military after completion of the program? Why is this number so low?**

Historically, between 5 and 11 percent of NGYCP graduates join the military in some capacity during the 12-months they are tracked, immediately following the residential phase. It is important to note that at graduation, 70 percent of cadets are too young for military service (aged 16 to 17 years). Additionally, the primary focus of the program is on completing their education.

**Reserve Forces Policy Board**

**What is your understanding and assessment of the appropriate role and function, of the Reserve Forces Policy Board?**

By statute, the Reserve Forces Policy Board is composed of members with significant experience in national security and Reserve Component matters. The collective voice of the Board provides the President and Congress, through the Secretary of Defense, an independent view of strategies, policies, and practices to improve and enhance the capabilities, efficiency, and effectiveness of the Reserve Components. I believe the board provides senior decision makers useful perspectives and insights on key Reserve Component issues.

**Based on your experience as the Vice Chief of the National Guard Bureau, what is your assessment of the utility of the Reserve Forces Policy Board with respect to addressing the issues facing members of the National Guard and their families?**

The Reserve Forces Policy Board (RFPB) has been very effective in providing advice and recommendations on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components. In the last three years, the RFPB was responsible for providing the Secretary of Defense with a series of reports addressing issues facing the National Guard and their families. Examples include the Fully Burdened and Life Cycle Personnel Costs for all Components in Total Force Analysis and for Budgetary Purposes; Challenges to the Execution of Army National Guard Mission Essential Task Training; Operational Assessment of Reserve Component Forces in Afghanistan; and provided support addressing service member retirement, benefits parity, and the GI Bill.

**If confirmed, what changes, if any, would you recommend concerning the Reserve Forces Policy Board?**

If confirmed, I would not recommend major changes to the Reserve Forces Policy Board (RFPB). However, I would continue to ensure the National Guard Bureau (NGB) provides a highly qualified liaison between the RFPB and NGB. In addition, as board member vacancies become available, I would recommend key Army and Air National Guard Adjutants General nominations for board consideration.

**Employment of Full-Time Support Personnel**

**Over the last several years, the military technician workforce has been subject to several major transformation and realignment initiatives. For example, recent National Defense Authorization Acts reduced, and eventually eliminated entirely, non-dual status military technician position authorizations. Additionally, the National Defense Authorization Act for Fiscal Year 2017 required the Department of Defense to convert a significant number of dual status military technician positions to full-time Federal civilian positions. Meanwhile, the committee is monitoring current efforts in the Air National Guard to convert large numbers of dual status military technicians into Active Guard Reserve positions.**

**Are all 54 states and territories now fully compliant with the mandated conversion of military technician position to title 5 civilian positions? If confirmed, what would you do to ensure cross-the-board compliance with the law?**

Yes. All 54 states and territories have achieved the collective 12.6% Title 5 conversion rate. If confirmed, I will continue to monitor individual compliance of states and territories through the pre-existing strength and funding reviews executed within the National Guard Bureau.

**If confirmed, what additional recommendations would you make with regard to reform of the National Guard full-time support workforce?**

The Chief National Guard Bureau was given an opportunity in March 2018 to provide input to the Secretary of Defense report to Congress on the Military Technician program. In that response, the need to reform the Technician Act of 1968 to remove patchwork fixes from this fifty year old statute was highlighted. If confirmed, I would continue to pursue those recommended legislative proposals and policy changes needed to modernize the Technician program.

**In your view, what is the proper balance in the Army and Air National Guards between military technicians, the Active Guard and Reserve, and title 5 civilian employees?**

I largely concur with the Institute for Defense Analyses (IDA) assessment conducted in conjunction with the Office Secretary of Defense Manpower and Reserve Affairs. That

assessment suggested an increase in Active Guard and Reserve (AGR) manpower would increase military readiness.

Therefore, I feel the most effective balance of military technicians, Active Guard and Reserve, and title 5 civilian employees in the Air National Guard is 65% Active Guard and Reserve, 23% Military Technician, and 12% T5 Civilian employees.

For the Army National Guard, the most effective balance is 53% Active Guard and Reserve, 39% Military Technician, and 8% T5 Civilian employees. I do believe, however, that the Army National Guard would benefit from a higher proportion of Active Guard and Reserve personnel than the study states. If confirmed I will continue to assess and evaluate effectiveness of our full time force to ensure the most efficient blend of capabilities.

### **Sexual Assault Prevention and Response**

**The Department has developed comprehensive policies and procedures to improve the prevention of and response to incidents of sexual assault, including providing appropriate resources and care for victims of sexual assault. However, numerous incidents of sexual misconduct involving National Guard personnel continue to occur.**

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

The National Guard chain of command is critical to developing and maintaining a zero tolerance climate of both sexual harassment and sexual assault. Commanders at every level are key to fostering an environment free of sexual harassment and sexual assault. The entire chain of command should drive a prevention-focused climate by exercising appropriate methods of enforcement to serve as a deterrent. If confirmed, I will ensure the entire National Guard takes this responsibility seriously and maintains zero tolerance when it comes to sexual harassment and sexual assault.

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

If confirmed, I will clearly communicate my zero tolerance policy to the Adjutants General of each State, Territory, and the District of Columbia. I will clearly convey the importance of eliminating sexual harassment and assault in our ranks, while ensuring we provide the best possible support to victims of these heinous crimes. I will maintain awareness of all program updates and ensure any concerns are addressed immediately.

**In your view, are the policies, programs, and training that the National Guard Bureau and the National Guards of the states and territories have put in place to prevent sexual assault and to respond to sexual assault when it does occur adequate and effective?**

The policies, programs, and training will never be sufficiently adequate nor sufficiently effective until we have eliminated sexual assault in the National Guard.

The National Guard Bureau is part of the DoD Sexual Assault Prevention and Response team working to develop new, and more comprehensive prevention programs. The National Guard continues to improve our programs and policies that address sexual assault. Through our team of Sexual Assault Response Coordinators and Victim Advocates in the field, we work tirelessly to aid survivors in their recovery.

If confirmed, this will be one of my highest priorities as it is destructive to our entire organization.

**What is your assessment of the adequacy of National Guard resources and programs to provide victims of sexual assault the medical, psychological, and legal help they need?**

The National Guard is dedicated to support victims of sexual assault. All victims of sexual assault are entitled to counseling services through each state's Director of Psychological Health, and legal aid from a Special Victims' Counsel. Each victim is also assigned a Victim Advocate who offers additional community-based resources. If confirmed, I will ensure we continue to seek better ways to aid the victims of sexual assault within our ranks.

**What is your assessment of the authorities available to National Guard commanders to hold assailants accountable for sexual assault?**

National Guard commanders have effective options available to hold alleged offenders accountable when allegations are substantiated by military or civilian authorities. These authorities include investigation and criminal prosecution under the Uniformed Code of Military Justice when members were on Title 10 status at the time of the offense; State military codes of justice, where available; referral to civilian law enforcement authorities for criminal prosecution under State or local laws; referral to the NGB Office of Complex Investigations; and, pursuing appropriate administrative actions to include formal reprimands, reduction in rank, bars to reenlistment, or administrative discharge from military service under less than honorable conditions.

**In your view, what is the value of the National Guard Bureau's Office of Complex Investigations?**

The Office of Complex Investigations (OCI) is a critical component of the National Guard's Sexual Assault Prevention and Response mission to provide support and resolution for victims. Sexual assault is a serious crime. Supporting victims of sexual assault and ensuring a command culture built on trust and confidence is essential. We can never do enough in this area.

OCI provides Adjutants General the mechanism for conducting well organized and executed administrative investigations in to allegations of sexual assault that may otherwise go

unaddressed because of the complex jurisdictional issues involved in National Guard operations or in cases where local law enforcement decides not to investigate.

Additionally, if confirmed, the OCI, as developed in current policy, provides additional flexibility to direct inquiry in to any matter that falls within the authority of the CNGB as defined in law and policy.

## **Suicide Prevention**

**The number of suicides in the military, including in the National Guard, continues to be of concern to the Committee.**

**If confirmed, specifically what role would you establish for yourself in shaping suicide prevention policies and programs for the National Guard?**

Suicide prevention involves much more than adopting a specific program or drafting a particular policy. If confirmed, I will support an integrated and comprehensive approach to suicide prevention that is informed by the very best elements of ARNG and ANG practices. Our efforts in this area must be informed by evidence and should consider the mind, body, and spirit of the individual Guard member. We must ensure that assistance and support is made available to all Guard members throughout every phase of their career. The National Guard is unique and therefore requires a unique strategy to expand access to high quality services in order to prevent suicide. Suicide prevention has always been and will always be a NG priority.

**If confirmed, what specifically would you do to maintain a strong focus on preventing suicides in the National Guard and among the family members of National Guard?**

Suicide prevention starts with identifying the stressors that contribute to suicide and supporting our service members and their families throughout the country before they are in crisis. If confirmed, I will work to keep our families connected to a robust network of local support resources, such as our Family Assistance Centers, located across the 54 states, territories, and D.C. These centers link families to legal, financial, behavioral health, and children's resources. We cannot do this alone; therefore, I will continue to build strong partnerships at the Federal, State, and local level, with organizations committed to expanding family members' access to care options. We must also take a comprehensive approach as an organization to increase family members' awareness of risk factors for suicide and the resources available to assist them. This includes expanding our collective knowledge regarding how to effectively intervene in a crisis; educating leaders, members, and their families on the safe storage of potential lethal means.

**If confirmed, what specifically would you do to enhance the reporting and tracking of suicide among family members and dependents of National Guard service members?**

If confirmed, I will work closely with the Defense Suicide Prevention Office to better track and report suicides among family members and dependents of our National Guard members. In addition, our Directors of Psychological Health and Suicide Prevention Program Manager networks across the Army and Air National Guard will continue to engage at local levels. We will also utilize the capabilities of the newly established Warrior Resiliency and Fitness office at the National Guard Bureau to improve tracking and identify services available to high risk individuals.

### **Yellow Ribbon Reintegration Program**

**What is your understanding and assessment of the Yellow Ribbon Reintegration Program and its effect on members of the National Guard upon return from deployment and the families of those members?**

The Yellow Ribbon Reintegration Program (YRRP) is a DoD-wide effort that promotes the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle. Recent changes to the YRRP include expanding the program to personnel activated but not deployed, Southwest Border support personnel, and those providing pre-, during, and post-mobilization events without a 30-60-90 day restriction. This program is integral to supporting National Guard members and their families before, during, and after a deployment cycle.

**If confirmed, what changes, if any, would you propose in the distribution of resources so as better to provide the full range of services contemplated by the Yellow Ribbon Program?**

I am unaware of any necessary changes at this time. If confirmed, I will continually assess the distribution of resources to the Yellow Ribbon Reintegration Program to determine whether or not the program is optimized to provide for the range of services intended.

### **Congressional Oversight**

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

**Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, and when asked before this committee, its subcommittees, or other appropriate committees of Congress to give your personal views, even if those views differ from the position of the Administration? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer yes or no.**

**Yes.**

**Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member, federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer yes or no.**

**Yes.**