

**Advance Policy Questions for Ryan McCarthy**  
**Nominee for Under Secretary of the Army**

**Department of Defense Reforms**

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

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

Yes, and if confirmed, I will work to effectively implement these reforms across the Army.

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

We should continually assess the Defense enterprise to ensure we meet national security objectives efficiently and effectively. If confirmed, I will continue to study the impact and implementation of the FY17 NDAA reforms. If I determine additional reforms are needed I will provide my recommendations, as appropriate.

**Qualifications**

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

I am proud to have served in the U.S. Army and that service has been the foundation of my professional career. This experience provided me the formative understanding and appreciation for the challenges warfighters experience in combat operations.

I have also served as a Congressional staffer and from that experience I have a clear understanding of the critical role Congress has in terms of providing the Department of Defense and the Services the leadership, authorities, and resources needed to protect our nation.

I am also very proud to have served on the immediate staff of the Secretary of Defense for Secretary Gates. I was there during the surges in the Afghanistan and Iraq wars. My experiences in supporting the implementation of policies and programs, such as, the Mine Resistant Ambush Protected vehicle, the Intelligence, Surveillance, and Reconnaissance program, MEDEVAC improvements, counter improvised explosive device efforts, and the strategic policy direction of these conflicts have shaped my thoughts on the direction the Army may need to go in the areas of readiness and modernization.

I spent the last six years in the defense industry. It is here where I have learned and experienced weapons systems development. Collectively, I will be able to bring to unique appreciation and experience to the portfolio of the responsibilities of the Under Secretary of the Army.

## Duties

**Section 3015 of title 10, United States Code, states the Under Secretary of the Army shall perform such duties and exercise such powers as the Secretary of the Army may prescribe.**

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

By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. It is my understanding that Headquarters, Department of the Army General Orders No. 2017-01 specifies that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. In addition, the Under Secretary is assigned to the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army. Finally, the Under Secretary is the Army's Senior Sustainability Officer, and is assigned responsibility for coordinating and reporting the Army's requirements under Executive Order 13693, Planning for Federal Sustainability in the Next Decade, to the Department of Defense.

**5. What recommendations, if any, do you have for changes in the duties and functions of the Under Secretary of the Army, as set forth in section 3015 of title 10, United States Code, or in Department of Defense regulations pertaining to functions of the Under Secretary of the Army?**

At this time, I do not have any recommended changes to the duties and functions currently assigned to, and performed by, the Under Secretary. If confirmed, I will continue to assess whether any changes might better support the Secretary of the Army in his efforts to ensure that the Department of the Army is effectively and efficiently administered.

**6. Assuming you are confirmed, what additional duties, if any, do you expect will be prescribed for you?**

I am confident that the next Secretary of the Army will assign me duties that most appropriately support his or her efforts to ensure that the Department of the Army is effectively and efficiently administered.

## **Major Challenges and Priorities**

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

If confirmed, I would join with the Chief of Staff of the Army in making readiness a top priority to ensure Soldiers are prepared to execute missions and fight in support of our National Objectives. While clearly focused on near term readiness, I will make it a priority to improve the modernization of the force in order to stay ahead of the capabilities of near peer capabilities. Finally, it would be a top priority to maintain our quality volunteer force and provide Soldiers, families, and civilians the quality of life they deserve.

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

Three of the most major challenges facing the Army today are funding, modernization, and managing demand. First, the lack of sustained, predictable funding reduces the Army's ability to fully plan for the future, optimize investments, and maximize the efficiency of our resources. Second, the Army must adopt a modernization strategy that ensures our continued overmatch of near-peer capabilities and permits us to make difficult decisions on future capability requirements. Third, global demands for forces continues to challenge the Army's ability to maintain appropriate levels of readiness across the Total Force.

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

If confirmed, near term readiness would be my main priority. I will also make the Modernization Strategy of the Army a primary focus of my time and work to ensure that the vision is clear and that the appropriate level of investments in Research and Development are made and synchronized with the Office of the Secretary of Defense. I will work with the acquisition community and industry to ensure the Army makes prudent and cost informed decisions to enable investments addressing the capability gaps identified by the Army Leadership.

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

Fiscal uncertainty is the most serious problem facing the department. It makes planning and executing budgets in the most efficient and most effective manner very challenging. Even with stable, predictable, sustained funding, leader involvement across the requirement, acquisition and budget processes remain critical to ensure the Army is a good steward of the taxpayer's dollars.

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

If confirmed, and subject to the Secretary of the Army's guidance, I will conduct a review of all Modernization efforts, review the Research and Development Investment Profile, and establish a timeline for publishing the Army Strategy. I will also establish cost and performance metrics and execution goals within our budget in order to reinforce a culture of affordability and free up funding for investment.

**Relations with Congress**

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

I believe the relationship between the Army and Congress, and the Senate Armed Services Committee in particular, is strong and cooperative. I understand that the Army works hard to provide the Senate Armed Services Committee with the information it needs to provide proper oversight of Army personnel programs, and operations. I believe this close relationship is absolutely vital to effectively and collaboratively addressing the serious issues facing the Army today.

If confirmed, I will ensure that the Army works to maintain an effective, transparent and cooperative relationship with Congress.

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

If confirmed I will make every effort to continue and build upon the already strong relationship between the Army and Congress in order to address the very serious issues facing the Army. I will work cooperatively and proactively with this Committee and other Members to ensure that Congress is provided with the information needed to conduct proper oversight of the Army. I will ensure Army leaders are responsive to Congress and your questions are answered quickly and comprehensively. I understand that the Army's personnel, readiness and modernization challenges are best addressed through close cooperation with Congress. Therefore, maintaining a productive and mutually beneficial relationship with Congress will be one of my top priorities.

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

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

Yes, I support the standards for detainee treatment specified in the Army Field Manual on Interrogations, the DoD Directive, and the NDAA. All detainees should be treated humanely and with respect for their dignity, during all military operations.

## **Duties and Responsibilities as Chief Management Officer**

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

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

By statute and regulation, the Under Secretary is assigned the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary of the Army on the effective and efficient organization and management of the Army's business operations, and is responsible for carrying out initiatives the Secretary of the Army approves for the business transformation of the Army. If confirmed, I look forward to working with the Army's Office of Business Transformation and other Army stakeholders to improve efficiencies across the total force.

**16. What background and expertise do you possess that qualify you to perform these duties and responsibilities?**

As a former Army officer and combat veteran, I understand how to build effective teams and that leadership is required to achieve desired results. I was privileged to serve as a close assistant to one of the most talented and reform minded Secretaries of Defense, Robert Gates. Outside of the military, I have served in the financial industry, as a professional staff member in the House of Representatives, and as a senior executive in the defense industry. Now, having worked business processes from both Pentagon and civilian industry perspectives, I believe I am uniquely qualified to run the business end of the Army. If confirmed, I will be focused on streamlining business processes and directing acquisition reform to provide funds for increased readiness and modernization.

I will use the experience and judgment gained from public and private sector background to perform the duties of Chief Management Officer.

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

Yes. I believe that the Office of Business Transformation has the required resources and authorities necessary. If confirmed, I will consult with the future Secretary of the Army, the Chief of Staff, the Director of Business Transformation and the Office of the Secretary of Defense Chief Management Officer to conduct a thorough assessment of transformation and reform efforts. If I determine that any additional resources or authorities are needed to advance the business transformation mission, I will take appropriate action.

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

I believe the Under Secretary, as CMO, and the Office of Business Transformation (OBT) provide critical oversight that enables improvement in business processes and ensures that the department's business systems remain up-to-date and responsive to business needs. If confirmed as the Under Secretary, I would co-chair the Army Business Council Senior Review Group (ABC SRG) with the Vice Chief of Staff of the Army. The ABC SRG is a forum for senior leader guidance and direction on business matters and systems. Overall synchronization of the department's business activities is provided by the Army Business Council, co-chaired by the Deputy CMO (DCMO) and the Director of the Office of Business Transformation. If confirmed, the DCMO and the Office of Business Transformation will have my full support in continuing to drive business system efficiencies that result in improved readiness for the entire Army.

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

If confirmed, I will consult with Army Senior Leaders to determine if any provisions of this statute should be recommended for change in order to achieve greater efficiencies through business transformation.

**Section 2222 of title 10, United States Code, requires that the Secretary of Defense develop a comprehensive business enterprise architecture and transition plan to guide the development of its business systems and processes. The Defense Department has chosen to implement the requirement for an enterprise architecture and transition plan through a "federated" approach in which the Business Transformation Agency has developed the top level architecture while leaving it to the military departments to fill in most of the detail.**

**The Army's business systems, like those of the other military departments, remain incapable of providing timely, reliable financial data to support management decisions.**

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

If confirmed, I will work with the Army Deputy Chief Management Officer and Office of Business Transformation (OBT) to improve the department's business systems, optimizing their capacity while ensuring stewardship of the resources provided to meet the demands of defending the nation. The OBT and I will follow best business practices and fully utilize up-to-date financial systems, while pursuing and regularly assessing our progress in modernizing our business applications. If confirmed, I would closely monitor our systems and processes and identify and, recommend changes to regulations and policies to ensure improvements are lasting.

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

Yes. A comprehensive transition plan that is regularly updated, effectively implemented, and routinely reviewed is paramount to optimize efficiency in the delivery of these functions and to ensure that the Army continues progress in its evolution from legacy systems to an integrated business enterprise architecture. If confirmed, I will ensure this evolution continues with direction and focus provided by an integrated, enterprise-wide architecture that modernizes Army information technology systems as a key driver for continuous process improvement and business efficiency.

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

If confirmed, I will work closely with the Army Deputy Chief Management Officer in continuing to emphasize, and meet the requirements of section 2222 through the development, refinement and regular review of comprehensive transition and transformation plans. The goals of this process should be to make business processes more efficient and eliminate redundant business systems to ensure that efficiency.

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

Fact-based management is the cornerstone of effective planning and the alignment of resources with the priorities of the Army as it plans for and responds to rapidly evolving national security threats. My industry experience has repeatedly shown that accurate and timely financial and business data support operations by informing resource decisions and I believe this will also be the case in the delivery of readiness and the long-term

defense of our Nation. If confirmed, I will ensure that approaches to the collection, aggregation, analysis, and reporting of financial and business data support resource-informed decision making. I will hold leaders and managers accountable for the focused application and timely alignment of these resources in support of readiness, and I will conduct routine, outcome-based performance assessments to ensure the Army is on path to meet required objectives.

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

If confirmed, I will work with the Vice Chief of Staff, Army Deputy Chief Management Officer, and Army Financial Management leaders to identify and address challenges in the collection, aggregation, analysis and reporting of financial and business data and information. I will engage leaders in the development of corrective plans, hold leaders accountable for the implementation of these plans, and routinely review their progress in achieving them. Further, I will expand data transparency and improve data analytics capability.

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

If confirmed, I will assume the authority to lead and manage the business operations of the Army, and I will provide my fullest support to Army Senior Leaders. In doing so, I will also ensure that approaches to the collection, aggregation, analysis and reporting of business and financial data and other relevant information are continuously evaluated and improved. I will ensure objectives related to needed improvements are codified into a business strategy. I will routinely review progress in implementing improvements, taking steps to remove obstacles to their achievement and holding leaders and managers accountable for their related responsibilities.

### **Headquarters Streamlining**

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

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

If confirmed, I will assume a leadership role to ensure the Army streamlines functions while still managing workload and ensuring mission requirements are met. I anticipate that some efficiencies could be accomplished through the improvement of business processes that optimize the resources available to support the Army's mission in



defending the Nation. Previous Army leaders developed and began implementing a plan to reduce all two-star and above headquarters by 25% over the period 2015-2019. If confirmed, I will monitor implementation to ensure completion of this plan and seek to identify additional opportunities to streamline the Army's headquarters.

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

I am keenly aware that the Army must focus on using its resources on its warfighting mission. If confirmed, I will dedicate time and energy to identify additional opportunities for consolidation and reduction that do not degrade the readiness and warfighting capability of the Army. This will include looking at ways to make the offices of the Army's Assistant Secretaries, Army Staff, and Army Commands more efficient.

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

I believe the unique role each of the DoD components performs makes some redundancy inevitable. However, I recognize that unnecessary redundancy among the headquarters represents potential savings which could be re-directed to generating increased warfighting capability. If confirmed, I will work with the Secretary of the Army, Chief of Staff, Office of the Secretary of Defense, and the other military departments to identify potential redundancies, including those that can and should be eliminated among the departments' headquarters and the other major headquarters of the Department of Defense (DoD). I will also collaborate with DoD, the Joint Staff and other military departments to identify and implement consolidation reforms.

**End Strength**

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

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

The results of Secretary Mattis' review of the National Military Strategy and Defense Planning Guidance will inform the appropriate size of the military. I believe, however, that the Army is not appropriately sized at current end strength levels to meet current national defense objectives. I also share General Milley's concerns expressed before this committee about the Army's ability to defeat a near-peer adversary while nearly

simultaneously denying the objectives of another, defending the homeland and sustaining counter terrorism efforts.

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

My understanding is that the Army is on track to achieve the increased end-strength authorized in the 2017 NDAA. The first priority for that growth is to improve readiness of existing units by increasing the manning of select combat units. The Army will also use added end strength to retain some units previously planned for inactivation, like 4th Brigade, 25th Infantry Division. Additionally, the Army will increase capacity in capabilities like air defense, long-range artillery, cyber, and security force assistance. If confirmed, I am committed to ensuring the Army maintains the right balance of readiness, force structure, and modernization to prevent growing a hollow force.

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

My understanding is that increased end strength will be used both to improve current readiness and address capacity shortfalls in areas like long range fires and air defense, cyber and security force assistance. If the Secretary of Defense Strategic Review indicates the Army needs to grow, that growth would provide opportunity and options for structuring for future requirements.

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

It is my understanding that the Army will be able to meet Total Army accession and retention requirements to attain these increased force levels. If confirmed, I would work to ensure the Army maintains standards of excellence by attracting and retaining high caliber applicants and Soldiers. Timely and adequate funding will be critical to support the training and equipping needs for this increase and maintain a highly capable and ready force.

**33. Recently, the Army reported 10% of soldiers assigned to combat and combat support units cannot deploy with their units. What are the contributing factors leading to this situation? What does this mean to unit readiness and the Army's ability to both support combatant commanders and achieve Army readiness objectives?**

My understanding is that medical conditions, primarily musculoskeletal injuries, account for most of the non-deployable Soldier population. I believe that reducing the non-

deployable population largely depends on leader engagement. Continued emphasis is required to further address this issue. High levels of non-deployable Soldiers in combat and combat support units adversely impacts the ability of units to achieve objective training standards and has reduced the Army's ability to adequately support combatant commander requirements.

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

If confirmed, I am committed to working with Army Senior Leaders to give our commanders and medical professionals the tools needed to reduce the number of nondeployable Soldiers. The Army must continue to improve on the substantial progress already made in the effectiveness and efficiency of its integrated disability evaluation system process. Furthermore, I will continue to emphasize the importance of leader involvement in taking care of Soldiers and ensuring they receive appropriate medical care when required, maintaining the momentum to decrease non-deployable Soldiers in Army formations. This will ensure the Army is providing proper care and benefits for Soldiers while increasing the number of deployable Soldiers in the Army.

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

If confirmed, I will review all Army resourcing requirements with the intent of improving personnel readiness and achieving the end-strength levels directed by Congress. If force shaping tools are required due to expiring authorities, I will proactively work with senior Army leaders and Congress to request extensions or to obtain new authorities to achieve personnel readiness requirements.

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

I believe the number of general and senior field grade officers should be based on the leadership and management requirements of a globally-based organization. I do not believe, however, that a leader-to-led ratio is the best way to determine how many general officers the Army needs. If confirmed, I will work with the Secretary, based on the results of the Strategic Readiness Review, to determine appropriate numbers of Army leaders commensurate with mission requirements.

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

Although I believe the Army must grow, I also recognize from my prior service in the Department, that an upper limit exists where size exceeds capability to maintain accessions standards coupled with the pace of recruitment. I believe the Army has struck an appropriate balance of size and mix among the components. The Army must continually analyze the balance of the force as the strategic environment changes. I

understand the Secretary of Defense has directed a strategic review of defense capabilities that will help inform how large the Army should be. If confirmed, I will work with OSD and Army Senior leaders to assess the optimal size and mix of active duty and reserve component levels required to support the Defense Strategy.

### **Army Recruiting and Retention**

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

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

As I have observed, over the past few years, the Army has been able to recruit and retain highly talented applicants with the requisite skills to maintain our Nation's All Volunteer Force. Although all three components achieved their FY16 recruiting missions, and exceeded DoD quality benchmarks for enlisted Soldiers, these successes required increased resources. With low unemployment rates, and a limited percentage of 17-24 year olds who are both eligible and interested in military service, recruiting for the All-Volunteer Force remains challenging. If confirmed, I will continue to work with leaders to ensure the Army is comprised of the best talent available to build and sustain readiness.

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

If confirmed, I would meet with the appropriate Army Senior Leaders to review ongoing initiatives for recruiting and retention. Based on the needs of the Total Army, I would look at ways to improve plans for variable enlistment terms and recruiting and retention bonuses, increasing the number of officer commissions, while emphasizing a call to service through improved marketing. I would also look at ways to improve efficiencies in the recruiting and retention processes in order to improve a return on investment.

### **Readiness**

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

It is my understanding that the Army is able to meet current world-wide commitments in Afghanistan, Iraq, and the overall effort to counter terrorism. As General Milley has testified however, the Army would be challenged to respond with sufficiently trained and ready forces to a conflict with a near peer, high end competitor. I believe that if faced with two such contingencies simultaneously or near-simultaneously, the Army does not

have the capacity to respond effectively. This would result in protracted conflict, higher casualties, and a greater humanitarian crisis for the population in the conflict areas.

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

It is my understanding that because they fight as one Army, readiness is assessed across the Total Force by the same standards dictated by the United States Code, the Office of the Secretary of Defense, and the Joint staff requirements. To achieve a holistic view of Army capabilities, the readiness of units are assessed across personnel, equipment on hand, training, and equipment readiness criteria.

**42. What are the Army's readiness objectives? What is the Army getting ready for? When will the Army achieve its objectives?**

It is my understanding that the Army's readiness objective is to have sufficient types and numbers of units ready to meet Combatant Commander force demands for ongoing and planned contingency operations based on defense planning guidance. This equates to having nearly two-thirds of Regular Army units and select Army National Guard and Army Reserve units decisive action ready. The Army leadership has stated that with sustained, sufficient, and predictable funding and no significant increase in the demand for forces, the Army will achieve this objective by FY21-23.

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

If confirmed, I will work with other Army Senior Leaders to continue assessing the Army's capability and capacity needs in order to meet the requirements of our National Defense Strategy and protect our Nation's interests and win decisively against a near peer adversary.

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

To ensure future readiness, the Army must address diminishing overmatch as near-peer competitors continue their modernization efforts. I would prioritize investments in areas that address the Army's most pressing capability gaps, such as, air and missile defense, long-range fires; munitions; electronic warfare; cyber (offensive and defensive); assured communications. Further, I would work to increase the capacity to leverage commercial technologies for rapid integration into Army formations. If confirmed, I will make it a priority to ensure the Army is modernized for the harsh realities of 21st Century warfare.

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

Yes, but without an increase in topline, above current baseline levels, difficult but necessary decisions will be required to simultaneously maintain readiness and modernize.

With passage of the FY 2017 Consolidated Appropriations Act, the Army's procurement efforts will begin to address modernization shortfalls in combat systems and, most importantly, in munitions, electronic warfare, cyber programs, air and missile defense, long-range fires, protection and mobility programs.

**Sufficient and consistent funding is essential to build readiness and progress toward a more modern force. If confirmed, I will work with other Army Senior Leaders to assess the demands being placed on the Army to meet national strategic objectives and to determine the appropriate force size and modernization levels to maintain readiness.**

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

If confirmed, I will work with Army senior leaders to promote total Army readiness and lethality. From my time in uniform, I know the value that hard realistic training has on readiness. If confirmed, I will work with Congress and DoD leaders to obtain adequate and substantial funding to improve Army readiness.

I believe strongly that Army leaders should be held accountable for improving readiness based on the resources entrusted to them. The Army's adoption of objective training standards will allow greater visibility of unit readiness and leader accountability.

In terms of long term readiness, I will, if confirmed, focus on developing and refining the Army's long-term modernization strategy.

**Acquisition**

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

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

Yes. I support the changes and I recognize this Committee's ongoing efforts to improve the Department's acquisition process. If confirmed, I will work to increase innovation through the expansion of rapid prototyping and make the acquisition process more agile to deliver superior technology and operationally effective solutions to our Soldiers.

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

The Army has the most effective fighting force in the world. Having said that, I believe the Army needs to become more efficient and effective in delivering capabilities to

Soldiers

Looking at specific capabilities, I understand that the Army has been successful in fielding equipment that enhanced the lethality and survivability of dismounted Soldiers. This includes Personal Protective Equipment that is lighter, stronger, and effectively fits both male and female Soldiers. Likewise, the Army recently developed and fielded new Jungle Combat Boots for operations in tropical climates.

I understand that Army aviation capabilities have been enhanced through upgraded AH-64E Apache, CH-47F Chinook, and UH-60M Black Hawk helicopters. All three of these programs are very effective in delivering capabilities while also using multi-year contracts to efficiently reduce procurement costs.

Finally, I am aware that the Army Operating Concept is driving reconsideration of priorities in the Combat Vehicle Portfolio. The Army is improving vehicle survivability with the Active Protection System and is improving the lethality of Stryker vehicles. These upgrades also include improvements to vehicle power plants and suspensions.

If confirmed, I will work with Army Senior Leaders to improve the performance of our acquisition processes and outcomes and to ensure it remains focused on efficiently and effectively delivering capability to warfighters.

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

It is my understanding that the Army continues to fully comply with the reform measures in the Fiscal Year (FY) 2016 National Defense Authorization Act (NDAA) and is aggressively defining strategies to implement the reforms of the FY17 NDAA. If confirmed, I will work with Army Senior Leaders to determine what steps, if any, the Army could take internally to improve the acquisition process. In conjunction with internal Army improvements, I will work with Army Senior Leaders to identify any acquisition-related reforms that would require legislation.

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

As I recall the impetus for the MRAP program came from vehicles that were already in existence and used by our allies. These capabilities led the Department, working with Industry, to refine requirements and develop a suite of vehicles that support the force today. I have seen first-hand how using non-developmental or commercial off the shelf solutions are a means to accelerate capabilities to the Soldier. To better access and integrate these kinds of technologies, the Army must put emerging solutions into the hands of Soldiers early and often, so they can provide feedback and help inform risk and requirements trade-offs. If confirmed, I will work with Army Senior Leaders to take advantage of our proven experimental organizations and environments to actively explore non-developmental or commercial off the shelf solutions that could benefit Soldiers in the

near term, as well as inform requirements for future modernization.

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

If confirmed, I will use my judgment, experience, and personal observations to make recommendations to the appropriate authority to hold Program Managers accountable. I would support the continued use of cost, schedule, and performance as measures of effectiveness. Equally important for success, I would also ensure Army acquisition authorities develop and adhere to realistic, stable, and affordable requirements.

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

It is my understanding that the Army acquisition workforce is a highly skilled and professional community thanks to the help of Congress over the years with supportive legislation but especially with the National Defense Authorization Act (NDAA) for Fiscal Year 2016 language expanding hiring authorities and making the Defense Acquisition Workforce Development Fund (DAWDF) permanent. If confirmed, I will assess the size and effectiveness of this workforce and future challenges it faces.

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

If confirmed, I will work with the Army Acquisition Executive to better understand the capability and size requirements for the Army acquisition workforce and to ensure we have the capacity to manage and execute the acquisition mission. I will work with Army Senior Leaders to leverage the expanded hiring authorities granted by Congress in the National Defense Authorization Act (NDAA) For Fiscal Year 2016 to help accomplish this. I will be committed to identifying and rectifying any problem areas in structure or competence of the Acquisition workforce as these individuals are a critical and essential part of equipping our Soldiers and ensuring the Army's dominance.

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

If confirmed, I will fully support the Secretary of the Army and the Army Chief of Staff in the performance of their acquisition-related functions, to include the expanded responsibilities set forth in the National Defense Authorization Act for Fiscal Year 2016. I believe the Chief of Staff already has an essential role in connection with all phases of the acquisition process, to include limited and full rate production. If confirmed, I will work with the Secretary of the Army, the Chief of Staff, and the Assistant Secretary of the Army for Acquisition, Logistics and Technology to consider whether any realignment of decision authorities would be in the best interest of the Army.



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

If confirmed, I will do my best to ensure the Army continues to reform its internal acquisition processes in order to garnish efficiencies where possible. While the Under Secretary of the Army has no statutory role with respect to the acquisition process, I would provide advice and recommendations to Army leaders, based on my industry and prior DoD acquisition experiences. If I am confirmed, I will not participate personally and substantially in any particular matter in which Lockheed Martin is a party or represents a party unless I am first properly authorized to participate. Additionally, I will follow a robust screening arrangement to ensure that I do not participate in particular matters where Lockheed Martin is a party, unless properly authorized to do so.

**Audit**

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

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

My experience in financial services and aerospace helped me appreciate the value of audits as a tool to garner information to make decisions. It is also where I saw that it takes time to invest in systems and change processes. I am encouraged by the Army's progress to date and, if confirmed, will embrace this effort. It is my understanding that the Army will be audit ready by 30 September 2017.

If confirmed, I will ensure the Army remains fully committed to improving the quality of financial information, embracing a culture of financial transparency and accountability, and achieving audit readiness. I will closely monitor the execution of Army corrective actions and hold leadership accountable.

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

From what I have seen so far, I believe that the Army is making progress towards achieving these objectives. The recent audits and testing to date reflect improvements in the Army's business processes and data quality. The Army continues to implement corrective action plans throughout their enterprise to remediate auditor-identified deficiencies.

If confirmed, I will focus my leadership on bringing the Army closer to embracing a culture of financial transparency and accountability.

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

My understanding is that the largest impediment to audit compliance comes from the current legacy systems feeding into new enterprise systems and the lack of compliance with accounting standards in financial systems. If confirmed, I will work to ensure the Army receives the resources necessary to address audit needs through the elimination of legacy systems and adoption of our modern systems. I will also focus on the adoption of standard business processes and correction of internal control deficiencies.

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

If confirmed, I will ensure the Army continues to properly resource the Enterprise Resource Planning Systems (ERPS) which are critical to meeting audit readiness and will work to establish a culture of financial accountability to create a sustainable audit environment. I am committed to working with Army Senior Leaders and addressing necessary business practices to achieve and sustain an audit.

### **Army Modernization**

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

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

My assessment is the Army has struggled to deliver new weapon systems over the last two decades, but has successfully improved existing systems to meet the needs of Soldiers who have deployed to fight counterinsurgency/counterterrorism threats. The initiatives the Army has implemented to reinvigorate the requirements process and to involve Army leaders in prioritization of required capabilities are steps in the right direction to improve the Army's track record. If confirmed, I will do my best to ensure the Army continues to reform its internal processes, as well as work with the Department

of Defense and Congress, to help improve an acquisition process that is able to keep pace with the modernization efforts of our near-peer adversaries and the speed of technological advances.

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

I understand that the Army recently provided Congress a comprehensive modernization strategy entitled, '*Future Force Development Strategy*' or 'FFDS.' The FFDS envisions Army forces possessing decisive overmatch - the qualitative edge of the Army that enables it to defeat enemy formations, control terrain, secure populations, and consolidate gains. The Army plans to modernize to meet near-term security challenges by upgrading existing fleets and systems, while simultaneously building a force capable of countering challenges of the future and maintaining overmatch over three time horizons – near, mid, and far. To realize these objectives, however, I believe the Army must invest more in research and development and publish its strategy. If confirmed, I will work with Congress in addition to senior military leaders to refine this strategy to effectively modernize the Army and work toward obtaining the resources required.

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

Soldiers must be trained, organized, and equipped to prevail against a range of threats, including near-peers in highly lethal combined arms maneuver, hybrid warfare, counter-terrorism, and counter-insurgent environments. I understand the Army is currently developing proposals of how to build a force able to fight and win in these environments, especially in situations where communications, air dominance, and maneuver has not been assured. These proposals will, in many ways, define the types of equipment our Soldiers will require to achieve dominant overmatch and prevail decisively on future battlefields. I understand that the Army is also working on a force structure concept and experimentation they are calling the "multi-domain task force" which I believe is envisioned as not only an "all-arms" but also an "all-domain" combat formation. That said, the appropriate level of sustained investment will be required in order to make real progress against their development into formal concepts. If confirmed, I will support the Secretary of the Army and Chief of Staff in leading these efforts.

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

Based on my observations and understanding, I believe that the Army's modernization investments have been insufficient to provide the capabilities needed to dominate near-peer global adversaries who have advanced their capabilities. I believe more funding

should be allocated to research and development efforts in addressing critical capability gaps. If confirmed, I intend to help ensure our resources are used to deliver the world class equipment our Soldiers deserve, in the most effective and efficient manner possible.

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

If confirmed, I will work with Army Senior Leaders to continue the Chief of Staff's effort to prioritize the requirements management process, with operational commanders fully engaged, in order to enable efficiency and effectiveness in the acquisition process. I will also fully support the Army's implementation of innovative processes such as the reinvigorated Army Requirements Oversight Council to critically evaluate requirements at each step of the acquisition lifecycle. The Army will drive faster staffing timelines, and mature the Command-focused Strategic Portfolio Analysis Review, or 'SPAR', which allows the Army to evaluate each program's relative worth. I believe it is also important to leverage government and commercial research and pursue more creative ways to rapidly test, demonstrate, and field technologically advanced systems in order to keep them relevant and ahead of pacing threats. All of this should occur while maintaining focus on the enterprise maintenance and divesture components of the strategy which are key to defraying overhead costs.

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

My instincts suggest that the Army has insufficient investments to address both current and future capability gaps across the full spectrum of conflict. Over the past 10 years, the Army appears to have taken significant risk in the modernization of its equipment while supporting the unique needs generated by the wars in Afghanistan and Iraq, and other global demands. As a result, the Army now has capability shortfalls in critical areas that must be addressed to deter and defeat near-peer adversaries. If confirmed, I will work with Army leaders to develop and implement a modernization strategy that addresses capability gaps.

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

The Army Rapid Capabilities Office is a recently established office designed to execute high-priority, threat-based projects where the materiel solution does not exist today, but can be developed and fielded in a 1-5 year timeframe. My understanding is that its primary objective is to expedite critical technologies to the field to meet Combatant Commanders' needs and deter and defeat rapidly modernizing adversaries. Its other objectives include identifying disruptive emerging technologies and integrating them for military use; and acting as a change agent for innovation and process improvements that can be applied to other Army modernization and acquisition reform efforts.

The Army Rapid Capabilities Office receives its priorities from a Board of Directors (BoD) led by the Secretary of the Army, and includes the Chief of Staff of the Army and the Army Acquisition Executive. Its initial focus areas for rapid prototyping are electronic warfare (EW); cyber; survivability; and positioning, navigation and timing (PNT). The Rapid Capabilities Office derives its authorities from the BoD and is uniquely authorized to combine multiple research and development efforts, programs of record, and emerging technologies from industry and government for an urgent and holistic capability approach.

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

Only when necessary, restructuring a troubled or unhealthy program can help harvest capability and get it to the field faster, while providing a pathway to a more realistic and sustainable program. This can help prevent a catastrophic failure of not providing a capability to the warfighter despite the expenditure of millions of dollars. Restructuring a program requires the involvement of senior Army leaders, to make difficult decisions to find the right balance of requirements, cost, schedule and performance for our systems. Ultimately, the Army must meet its obligation to provide the best equipment to Soldiers at an affordable cost and in time for warfighting requirements. I understand that the Army has re-invigorated the Army Requirements Oversight Council to ensure that Army leadership is engaged in and guiding these important decisions.

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

I think the concept is absolutely worth considering. Formations and new capabilities should be developed in concert, and a mechanism to study, test, and refine requirements is essential to helping leaders make decisions in building the Army of the future. For example, such a unit could explore whether there are alternative paths available for improving the capabilities delivered to Soldiers. I understand that the Army had such a dedicated unit at Fort Bliss but was forced to move it into the operational cycle based on world-wide demand from our Combatant Commanders. Given that Army operational demands do not appear to be decreasing, I believe it will be difficult to find a way for one unit to do both but, if confirmed, I will explore this concept with Army Senior Leaders.

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

I believe the Army must find a way to do both – achieve a high state of readiness and modernize the force to a level that will achieve overmatch against potential future near-peer adversaries. Given current funding, the Army prioritized force structure and near-

term readiness at the expense of modernization and future readiness. The Army decided to manage modernization risk by making incremental improvements to existing capabilities and developing new capabilities only when necessary and only to meet the most significant capability gaps. In the near future, I am concerned the Army will lose qualitative overmatch. I believe more funding for research and development is needed to apply against capability gaps as identified by the Chief of Staff and Army leaders. The Army will need to have sound business practices and effective internal processes to balance available resources to maintain current readiness while simultaneously modernizing for future readiness.

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

In my previous experience working for the Secretary of Defense, I've seen the Naval Reactor program and the Marine Corps Combat Development Command empower warfighter priorities and simplify the requirements process. These modernization commands have shown a history of delivering capabilities to the Services. If confirmed I will work with Army leaders to assess the potential implication for a modernization command that would resemble the best characteristics of these organizations.

### **Army Weapon System and Equipment Programs**

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

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

The Army concluded the GCV program due to the requirements that were unexecutable. I understand that delaying the GCV Infantry Fighting Vehicle program forced the Army to balance investments and continue modernization efforts across the existing combat vehicle portfolio, ensuring that our currently-fielded vehicles are ready as contingencies arise. This portfolio includes the Abrams, Bradley, and Stryker Engineering Change Proposal programs, as well as, development of the Armored Multipurpose Vehicle (AMPV) and other efforts to address emerging requirements for both the Infantry and Stryker Brigade Combat Team.

I am aware that the Army is conducting a holistic formation-based analysis of the threat and the operational environment in 2035 and beyond to identify capability gaps for a Next Generation Combat Vehicle. This analysis is part of the Combat Vehicle Modernization Strategy and will drive the organization of combat Brigade formations in the 2035 and beyond timeframe.

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

The Stryker Combat Vehicle program is a significant part of the Army's force structure. I am aware that the Army has upgraded survivability in response to an aggressive IED threat and now is pursuing upgrades to increase the fleet's lethality in response to urgent operational needs. Stryker vehicles retrofitted with a more survivable Double V-Hull have saved numerous lives in Afghanistan. Additionally, I understand that improvements currently in progress to the Stryker Double V-hull fleet will increase engine horsepower, on-board electrical power and upgrade the suspension.

In an effort to increase lethality against emerging threats, the Army is integrating a 30mm cannon with an unmanned remote turret in the Stryker vehicles for the 2nd Cavalry Regiment (Stryker) stationed in Germany. My assessment is that this upgrade will provide an improved direct fire weapon system to support infantry at a greater range and with greater lethality against a wide array of targets.

My understanding is that the Stryker Combat Vehicle upgrade modernization efforts are within cost, timeline, and performance objectives.

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

The Joint Light Tactical Vehicle (JLTV) is a joint Army and Marine Corps program that is currently in product quality testing and is scheduled to begin operational testing next year. JLTV provides major operational improvements in force protection, payload, mobility, fuel efficiency and reliability, along with the growth potential to meet future mission requirements. It is my understanding that the JLTV program's requirements are stable and funding is sufficient to meet cost, schedule, and performance objectives.

#### **d. M1 Abrams tank modernization**

The Abrams Tank provides the combat capability necessary to close with and destroy enemy forces. I am aware that several vital upgrades are in the works to include an improved armor suite and greater on-board electrical power to accommodate modernizing the tactical communications network and also permit acceptance of an Active Protection System. The second modification, which begins development later this year, will upgrade the Abrams aiming and fire control systems allowing Soldiers to detect and identify enemies from longer ranges and enable faster engagement. It is my understanding that the Abrams tank modernization program is within cost, timeline, and performance objectives.

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

The Bradley fleet continues to be modernized with vital upgrades to ensure battlefield dominance and several modifications are currently in the works. The first modification on the fleet is upgrading the suspension and will improve the service life of the track. It is my understanding that later this year, a second modification will increase the engine's

ability to generate power and cool both the crew and electronics while simultaneously modernizing the tactical communications network. A third modification, which begins development later this year, will upgrade the Bradley aiming and fire control systems. It is my understanding that the M2 Bradley infantry fighting vehicle modernization program is within cost, timeline, and performance objectives.

**f. Mobile Protected Firepower**

I understand that Infantry Brigade Combat Teams lack a Mobile Protected Firepower capability and it is a priority for the Army. A mobile, protected, direct-fire platform would have the ability to engage at long-range on the move against enemy armored vehicles, hardened fortifications, and dismounted personnel. I am aware that the Army is refining some of the performance requirements and anticipates releasing a Request for Proposals in first quarter FY18. The approach prioritizes schedule and the focus is on minimal to moderate development of an existing vehicle. It is my understanding that the final Analysis of Alternatives report is nearing completion and the funding profile is being refined.

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

The Paladin Integrated Management (PIM), also known as the M109A7 Family of Vehicles, will replace the current M109A6 Self-Propelled Howitzer and its accompanying ammunition supply vehicle starting in Fiscal Year 2018.

It is my understanding that the Initial Operational Test and Evaluation in October 2016 was suspended due to a combination of breech malfunctions, improper crew procedures, and improper maintenance causing levels of toxic fumes in the affected guns to rise to noxious levels. Further testing indicates that fume ventilation is normal when the gun is configured and operated properly. The Program Office is incorporating vehicle upgrades, updating training, and improving maintenance and operating procedures. These improvements will be retrofitted to the existing fleet after demonstration in testing.

I am aware that the Army is planning to conduct additional testing to determine the suitability, reliability, and survivability of the system. The Army is on schedule to field the M109A7 to three brigade combat teams by 2020. The Army can execute the program within the appropriated funding.

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

It is my understanding that the AMPV is a critical component of the Army's Combat Vehicle Modernization strategy for replacement of the M113 Family of Vehicles within the Armored Brigade Combat Team. The AMPV improves the mobility, lethality, and force protection across five mission variants: General Purpose, Mortar Carrier, Mission Command, Medical Evacuation, and Medical Treatment. I know that the Army delivered its first prototype General Purpose Vehicle in December 2016. Developmental testing will begin this year to assess the vehicle's suitability, reliability, and survivability. I



understand that the AMPV program is within cost, timeline, and performance objectives.

**i. Ground Mobility Vehicle**

The Army initiated the Ground Mobility Vehicle (GMV) program to fill a significant mobility gap facing Infantry Brigade Combat Teams (IBCTs) and provide enhanced tactical mobility that allows Soldiers to minimize the time, exposure, and energy required to close on a mission objective. I am aware that the Army intends to pursue the GMV by initially focusing on filling the most urgent operational needs and then assessing the appropriateness of fielding this capability to other units. It is my understanding that GMV is within cost, timeline and performance objectives.

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

ATACMS provides the Army with all-weather, rapidly deployable, surface-to-surface, precision strike capability against point and area targets at extended ranges. An ATACMS Service Life Extension Program effort is ongoing to qualify obsolescence updates and reset the missile shelf life. I understand that the Army considers the ATACMS munition to be suitable, reliable, and survivable. The ATACMS program is currently within cost, timeline, and performance objectives.

**k. Stinger surface to air missile**

The Stinger is a man-portable shoulder fired missile which can also be fired by the Avenger weapon system. Stinger provides the Army's short range air defense capability against manned and unmanned aircraft systems. I understand that a Stinger Service Life Extension Program effort is ongoing to qualify obsolescence updates and reset the missile shelf life. I am also informed that modifications are being made to Stinger to ensure precision and improve lethality against UAS targets, and that the Army plans to begin fielding a Stinger Proximity Fuze capability in 4QFY18. I understand that the Army considers Stinger to be delivering or sustaining capabilities that are suitable, reliable and survivable, and modifications are being made to ensure precision and improve lethality against UAS targets. It is my understanding that these programs are all within current cost, timeline, and performance objectives.

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

The Phased Array Tracking to Intercept of Target (PATRIOT) missile system has been fielded for decades. The PATRIOT modernization program continues to ensure the defeat of evolving aircraft, cruise missile, large caliber rockets, and ballistic missile threats.

PATRIOT modernization efforts include developing the Lower Tier Air and Missile Defense Sensor (LTAMDS) which will provide the required sensing capabilities within the lower tier portion of the ballistic missile defense battlespace. LTAMDS provides increased capability over the existing radar through improved battlespace management

and enhanced sensor performance to mitigate and defeat evolving threats, including advanced Theater Ballistic Missiles (TBMs), high speed Cruise Missiles (CM) and Air Breathing Threats (ABTs).

The latest interceptor currently being fielded, the Missile Segment Enhancement (MSE), provides increased capability over existing PATRIOT interceptors through improved range and maneuverability to mitigate and defeat evolving and advanced threats. The MSE allows the Army to close the gap between PATRIOT and the Terminal High Altitude Area Defense (THAAD) system. The PATRIOT program is currently delivering or sustaining capabilities that are suitable, reliable and survivable.

It is my understanding that the PATRIOT program is within current cost, timeline, and performance requirements.

**m. Terminal High Altitude Area Defense (THAAD)**

The Terminal High Altitude Area Defense (THAAD) system has completed multiple successful tests, including intercepts. In addition to success in the testing arena, THAAD has six activated batteries and is also entering into Foreign Military Sales. I am informed that the THAAD System continues to exceed required reliability rates in both Guam and South Korea. It also is my understanding that the Army considers the THAAD system to provide capabilities that are suitable, reliable, and survivable, and that the program is considered to be on track meet cost, timeline, and performance parameters.

**n. AH-64E Apache modernization and Manned-Unmanned Reconnaissance**

The Apache is the Army's only heavy attack helicopter and the AH-64E, is the second remanufacture of that proven system. The AH-64E uses Manned-Unmanned Teaming (MUM-T) to receive video feeds and target coordinates from an Army Gray Eagle or Shadow Unmanned Aircraft. By providing the pilot increased situational awareness prior to engaging the threat, MUM-T greatly increases the Apache's combat lethality and survivability. The MUM-T capability and the Apache modernization efforts are delivering and sustaining capabilities that are suitable, reliable, and greatly enhance survivability for our Soldiers. The Army recently signed a 5-year multi-year procurement contract for substantial savings on both airframes which were either remanufactured or new builds. It is my understanding that the AH-64E Apache modernization and Manned-Unmanned Reconnaissance programs are within cost, timeline, and performance objectives.

**o. Warfighter Information Network-Tactical**

If confirmed, WIN-T is one of the first programs I will review. WIN-T is intended to provide a communications network for combat operations at-the-halt and on-the-move. At the halt capability was fully fielded in 2012, and on-the-move fielding is ongoing. WIN-T components have provided critical communications capability for years in Afghanistan, Iraq and other global locations. I understand, however, that not all elements

of the program are delivering the capabilities first envisioned. The Chief of Staff of the Army is currently conducting a review of all Army Networking programs. If confirmed, I will work with the Army leadership to ensure that WIN-T and other networking programs are put on course to achieve appropriate cost, timeline, and performance objectives.

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

If confirmed, DCGS-A is another program I will review soonest. DCGS-A is intended to integrate intelligence information across the spectrum of operations for analysts at multiple echelons, however, I understand DCGS-A had received criticism for the usability of the equipment by Soldiers. Although some components have been made, in accordance with Section 113 of the FY 17 NDAA, Army has moved to incorporate commercial off-the-shelf solutions, in an effort to reduce cost and speed fielding.

I understand that a court ruling last year impacted the timelines of this modernization effort and is currently in the appeals process. It is my understanding that the Army is currently assessing how to restructure the program in accordance with Section 220 of the FY 17 NDAA.

The Chief of Staff of the Army is currently conducting a review of all Army Networking programs. If confirmed, I will work with the Chief to ensure DCGS-A and other networking programs are put on course to achieve appropriate cost, timeline, and performance objectives.

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

The Mid-Tier Vehicular Networking Radio (MNVR), Handheld Manpack Small Form Fit (HMS), and Airborne Maritime Fixed-Station (AMF) radios, formerly known as the Joint Tactical Radio System (JTRS), comprise the network modernization effort of the Army's tactical network and communications. The radios provide man-portable, vehicle-mounted, aerial communication and data transport services for the Tactical Network.

The Army's new strategy for the acquisition of these systems is to conduct full and open competition for radios. All man-portable and vehicle-mounted radios are in procurement, source selection, or planned for solicitation in this Fiscal Year (FY). The defense industry has demonstrated that it can deliver products that meet all current operational requirements at a lower cost. Operational testing for suitability, reliability, effectiveness and survivability will occur from FY17-FY19 and fieldings beginning as early as FY17. The Army is reassessing the mid-tier network capability requirements, which will determine MNVR's future.

The Chief of Staff of the Army is currently conducting a review of all Army Networking programs. The Army will assess cost, timeline and performance of the program once the review is complete.

**r. Joint Multi-Role rotorcraft program**

It is my understanding that Joint Multi-Role (JMR) Technology Demonstrator effort is a science and technology program that will demonstrate transformational vertical lift capabilities to prepare the Department of Defense for decisions regarding the replacement of the current vertical lift fleet. The intent of the program is to reduce risk for the planned Future Vertical Lift Program of Record by showing that enabling technologies are achievable, and by informing capabilities and requirements. The FVL program is currently scheduled for Milestone A in second quarter, fiscal year 2019.

**s. Small arms modernization**

It is my understanding that the Army will modernize rifles and machine guns through research, development, and commercial items with a focus on improvements to enhance lethality, training effectiveness, reliability, and weight reduction. I understand that the Army continuously assesses weapon system capabilities with the goal of overmatching any adversary while ensuring solutions are suitable, reliable, and survivable. Ongoing modernization programs include the newly awarded XM17 Modular Handgun System and upgrades to the M4A1 Carbine, M2A1 Machine Gun, and the M240 Machine Gun. Although, some components of the Small Arms program had acquisition challenges, it is my understanding that the overall Small Arms program is currently within cost, timeline, and performance objectives.

**t. Personal protective equipment modernization**

My assessment is that the Army continues to provide the best personal protective equipment (PPE) in the world, protecting our Soldiers against a wide range of bullets, grenades, improvised explosive devices, and blunt impact. The Army is constantly working to reduce weight and improve performance of PPE. The Army's next generation PPE system is the modular and mission-tailorable Soldier Protection System (SPS). I understand that the SPS offers better performance, reduced weight, better fit, and increased mobility for all Soldiers, male and female. It is my understanding that the Army's PPE modernization through the SPS program is within cost, timeline, and performance objectives.

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

The AN/TPQ-53 Counter Fire Radar detects, classifies, tracks, and locates the points of origin of projectiles fired from mortar, artillery, and rocket systems and provides counter-battery target acquisition capabilities for all types of military operations. The system has both 90- and 360-degree capability and is the replacement for the Army's legacy fleet of AN/TPQ-36 and AN/TPQ-37 Firefinder Radars. I understand that the Army considers this system to provide capabilities that are operationally effective, suitable, and survivable and the program is within cost, timeline, and performance objectives.

## **Army-Related Defense Industrial Base**

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

The Army Industrial Base, with its organic and commercial components, is part of the Defense Industrial Base that provides world-wide capabilities to meet the Warfighter's needs. It is my understanding that the Army regularly assesses its commercial sector to ensure that suppliers are ready to support defense needs to maintain a viable, cost-effective, and ready industrial base. The Army also evaluates performance and identifies critical capabilities to sustain readiness. It works closely with the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics Manufacturing and Industrial Base Policy office to identify critical and fragile suppliers in the commercial sector, so that the Army can take appropriate actions and mitigate risks.

If confirmed, I will review the Army's industrial base strategy and, in consultation with the Secretary of the Army, recommend appropriate changes to reduce risk while maintaining compliance with the law.

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

My current understanding is that the Army's supply chain supporting the industrial base is healthy and responsive. I know from my involvement with sustainment decisions that inconsistent demand and funding create challenges for second and third tier suppliers. If confirmed, I will make sure the Army is making the best possible decisions to maintain the elements of a healthy supply chain for our industrial base.

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

Yes. I believe the Army should carefully consider impacts on both the organic and commercial industrial base. It is my understanding that this is already a consideration when making acquisition decisions. If confirmed, I will ensure the Army continues to review and consider impacts to both the organic and commercial industrial base when addressing recapitalization or modernization requirements.

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

If confirmed, I will review the tools Army uses to identify, monitor, and assess supply chain risk. I will work with the Office of the Under Secretary of Defense (Acquisition, Technology and Logistics), the Intelligence Community, other military services, federal agencies, and industry partners to identify, evaluate, and mitigate supply chain vulnerabilities, in order to adequately manage the risk in the Army-relevant sectors of the defense industrial base.

### **Army Science and Technology**

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

I understand that the Army's Science and Technology (S&T) mission is to enable Soldiers to continue to dominate the battlefield, both today and in the future. Over more than a decade of war, the world has witnessed the value and impact that technology brings to the battlefield and how capabilities, enabled by technology, are critical to our warfighters. The Army's S&T Enterprise includes more than 22,000 scientists and engineers, and has been essential to developing near-term fixes for our Warfighter's urgent needs. The strong technical expertise they provide, coupled with an understanding of the operational environment has led to many fielded capabilities in response to both Operational Needs Statements (ONS) and Joint Urgent ONS (JUONS). This same understanding of how the Army operates forms the foundation of the capabilities being developed for the Army of tomorrow. Science and Technology is the Army's investment in the future to nurture and drive toward new capabilities with game changing potential, evaluate technology and system vulnerabilities, and address issues such as affordability, sustainability, reliability, and manufacturability early on during the design phase of a system. If confirmed, I will work toward ensuring the Army S&T Enterprise is aligned with and enabling the needs of the Warfighter now and in the future.

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

If confirmed, I will take steps to ensure that the Army continues to take a long-term strategic view of its modernization investment strategy, including planning, programming, and budgeting for acquisition Programs of Record (PoRs) across the full spectrum of Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy. As the PoRs are assessed across their life cycles, the Science and Technology (S&T) research experts inform the research and development community of

opportunities for technology insertions into ongoing PoRs, including when to start S&T investments targeted for replacement platforms. Transition Agreements are one of the essential mechanisms between the Science and Technology (S&T) Enterprise and Materiel Developers that provide the planning rigor to facilitate technology transitions and are essential to maximizing the use of the knowledge and technologies developed by the Army S&T Enterprise. If confirmed, I will work to closely align S&T programs with critical capability gaps as identified by the Army Chief of Staff.

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

If confirmed, I will verify that the Army's Science and Technology (S&T) efforts align to Warfighter needs and top priority capability gaps. I will review the research and development investment philosophy and investment profile with the S&T community to develop metrics that assess whether the Army is appropriately invested to maintain a technological edge over potential threats and adversaries, and develop timelines for transitioning those investments into capabilities.

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

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

Army laboratories are national assets that deliver technology-enabled solutions for current conflicts and develop technologies that enhance the Army's ability to prevent, shape, and win future conflicts, preparing the Army for multiple futures. Synergy among the Army laboratories is critical to ensure dominance in an asymmetric and complex multi-domain warfare landscape. Over the last fifteen years, Army labs have had great successes providing technology solutions for current operations, most significantly in providing rapid, new armor solutions for Soldier protection, lower cost air defense systems, and optimized Soldier-system integration and training technologies. For the future, I understand the Army labs are working to empower a leaner, more capable and more expeditionary land force. I understand the Army S&T is working diligently to inform the next generation of vertical lift capability through the Joint Multi-Role Technology Demonstrators, and investing in quantum science, advanced material sciences and autonomous system research to allow the Army to realize a fundamentally different and fully expeditionary, multi-domain land force. If confirmed, I will study the role of the Army laboratories to better understand and assess the role they should play in supporting current operations and in developing new capabilities to support Army missions.

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

The Army's laboratory workforce, facilities, and resources are crucial to the success of Warfighters. Army laboratories must compete with the highly competitive private sector for an elite science, technology, engineering, and mathematics workforce. The Army must develop and foster a workforce ecosystem with elite Army facilities that maintains a highly skilled, technically competent and diverse cadre of scientists and engineers to maintain dominance in an asymmetric land fight. If confirmed, I will study the specific issues and challenges facing Army laboratories and centers and work to ensure they have the necessary tools, personnel, and facilities to be agile and effective in performing their missions in support of the Warfighter.

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

Yes, I understand the authorities established by Congress under the Laboratory Personnel Demonstrations Program give the Army laboratories and engineering centers the flexibility and tools necessary to manage and incentivize Army personnel performing critical defense science and technology. I fully support using the authorities established by Congress to attract, recruit and retain an elite Science, Technology, Engineering and Mathematics workforce at the Army Science and Technology Reinvention Laboratories, including flexible compensation, enhanced hiring authorities, and flexible career paths.

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

Yes. However, it is my understanding that all Army science and technology laboratories, including the RDECOM laboratories and engineering centers, the Corps of Engineers laboratories, the Medical Command laboratories, the Army Research Institute and the Space and Missile Defense Technical Center are currently designated as Science and Technology Reinvention Labs and, as such, have all the authorities included as part of the Laboratory Personnel Demonstration project. This designation gives the laboratory directors important tools to shape their workforce and remain competitive with the private sector. If confirmed, I look forward to working with the S&T enterprise and with the Congress to make sure these authorities are used to their full effectiveness and to seek new authorities where necessary to further enable the Army's ability to attract the best and brightest to our workforce.



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

If confirmed, I will study this issue to better understand the potential impacts of such a system. However, it is my understanding that all Army science and technology laboratories and Research Development and Engineering Centers utilize the Laboratory Personnel Demonstration program, which provides the laboratory directors with the ability to attract, recruit, and retain the highest quality scientific and engineering personnel, providing hiring flexibilities, rapid on-boarding, and flexible compensation options. While I believe the Army labs have the necessary authorities, if confirmed, I will continue to work with the S&T enterprise to ensure the laboratory Directors are able to attract and retain the highest quality workforce.

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

Modern buildings, equipment, and other resources are vital to ensure that the Army stays at the cutting edge of technology and continues to recruit and retain the most talented scientific personnel. The average Army laboratory facility age is greater than 50 years. Future success requires strategic planning for our critical laboratory infrastructure to minimize the impact of the Army's aging infrastructure and maintain world-class research facilities. If confirmed, I would engage with the appropriate Army organizations to better understand the challenges facing our Science and Technology infrastructure and leverage promising solutions and unique strategies to ensure we are making the necessary investments to sustain, restore, and modernize our laboratory infrastructure.

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

I am concerned about the Army's ability to continue to attract experts into defense laboratories because I understand the competition that exists for this talent between the public and private sector. The Army must compete with the private sector to attract and retain the highest quality personnel in critical, emerging areas such as materials science, biotechnology, and cyber. Army laboratories benefited from a number of authorities that allow for mitigation of many of the concerns related to hiring clearable experts, and give the laboratory directors management flexibility to ensure that their laboratories have the research programs and facilities necessary to attract the highest quality personnel.

The Army must also continue to invest in science, technology, engineering, and mathematics, or STEM, education to ensure a continuing supply of the next generation of clearable scientists and engineers. If confirmed, I will work to ensure the Army is able to recruit and retain a high quality S&T workforce, both now and in the future.

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

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

If confirmed, I will endeavor to protect the funding necessary to maintain a robust Army test and evaluation infrastructure. I will also ensure that the Army's Acquisition Executive and the Department's T&E senior leaders periodically validate the effectiveness of the Army's T&E infrastructure. The Army must adopt internal processes to make the right investments necessary to adequately test the effectiveness and suitability of new systems and technologies as well as maintaining necessary infrastructure on our Army ranges. If confirmed, I will review the current and projected funding focused on test and evaluation infrastructure to ensure it is adequate and capable of supporting the Army's future requirements.

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

If confirmed, I will ask the Army's T&E leaders to show me their qualitative and quantitative measures to review the current state of the Army T&E infrastructure. I would expect to see metric categories such as customer satisfaction, cost of testing, test delays due to equipment failure or availability, test personnel readiness, as well as assessments of any failing real property on our ranges. I also will assess how that data is used by the Army to address capability gaps in existing T&E infrastructure, guiding investments in new capabilities and continued used to monitor the health of the Army's T&E mission.

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

If confirmed, I will work with both DoD and Army operational test communities to ensure that Army weapon systems and other technologies are adequately tested in environments that best replicate realistic combat conditions based upon current threat. I will ensure the Army properly resources these tests with Soldiers who will train and fight with those systems. If confirmed I will ensure that the Army makes sound investments in the operational testing mission to ensure systems are ready, reliable, and effective.

## **Army Information Technology Programs**

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

The Army requires simple and secure Information Technology (IT) solutions to adapt to the depth and breadth of the Army's mission. I believe the Army must continue to

modernize IT to enable the Army to fight and win with our Joint and Coalition partners. For the Army to be successful, it requires a joint end-to-end network that is expeditionary and interoperable to the tactical edge. If confirmed, I will work with Congress, DoD, our industry partners, and the Chief of Staff, to study and address this issue.

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

Process and culture change must occur – particularly in the realm of Information Technology (IT) – for the Army to remain ahead of its adversaries. If confirmed, I will look to the private sector for innovative ways to improve existing IT Architecture and utilize flexible contracting strategies to obtain and upgrade new capabilities.

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

It is my understanding that the Army has a very strong partnership with Defense Information Systems Agency (DISA). DISA plays an integral role in the Army's network and assists the Army to drive and implement many of the Department of Defense (DoD) and Army Information Technology initiatives – including those that cross cut other component services – to improve effectiveness, security and efficiency. If confirmed, I will continue to build on this strong partnership with DISA to provide the most effective, secure and efficient enterprise network for our Warfighters – particularly in the area of data transport, satellite services, Enterprise License Agreements, and Enterprise Resource Planning.

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

No. The traditional acquisition process cannot keep up with the rate in which the technology sector is growing. The traditional acquisition process has its place for complex system development, but traditional acquisition procedures are not the most effective means to deliver leading-edge information technology. A “one size fits all” system does not address the urgency of the Army's needs.

## **Investment in Infrastructure**

**Witnesses appearing before this Committee in the past have testified that the military services under-invest in both the maintenance and recapitalization of facilities and infrastructure compared to private industry standards. Decades of under-investment in Defense Department installations have led to substantial backlogs of facility maintenance activities, created substandard living and working conditions, and made it harder to take advantage of new technologies that could increase productivity. These challenges have been exacerbated by current budget pressures.**

### **93. What is your assessment of Army infrastructure investment?**

I believe that the Army's investment in infrastructure has not been adequate to maintain its facilities at the standards needed and the backlog of maintenance is manifesting itself in increased poor and failing facilities. Based on the fiscal environment, the Army made difficult choices to balance risk between force structure, readiness, and modernization. The Army took significant risk in installations as a result of these competing requirements.

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

If confirmed, I will work with Army Senior Leaders to take a hard look at the condition, functionality and location of our most critical infrastructure to ensure that Congress has the confidence in and supports the Army's facility investment requests and priorities. Functional facilities are fundamental to effective training and operations. With adequate funding, the Army could reduce the bow wave of maintenance costs that ultimately result in failed facilities that impact mission capabilities.

## **Base Closure and Realignment**

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

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

While I have not been involved in the discussions that led to the proposal to request a BRAC round, I believe that Congressional support for a Base Realignment and Closure authority would allow the Army to invest in readiness and modernization programs rather than excess infrastructure. BRAC provides a fair, objective, and comprehensive process to achieve these goals. If confirmed, I would work to ensure that the Army develops a comprehensive review of excess capacity and to align decisions with the outcome of the ongoing DoD strategic review.

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

It is my understanding the law sets out a specific process and criteria that the Department must follow when Congress authorizes a BRAC round. BRAC requires an objective, comprehensive military value analysis that treats every installation equally on the basis of certified data. If confirmed, I would work with the stakeholders in the Army, DoD, and Congress to ensure that the Army's priorities comply with the law. Further, BRAC priorities should be informed by the ongoing DoD strategic readiness review.

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

It is my understanding that the Army must work closely with Local Redevelopment Authorities to prioritize environmental cleanup to facilitate property conveyance, and prioritize caretaker resources to maintain property with the greatest re-use potential. If confirmed, I will ensure compliance with property disposal issues and all the specific processes and criteria mandated by BRAC authorities.

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

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

It is my understanding that global basing and Army transformation drove most of the Army's BRAC 2005 cost growth. Tens of thousands of Soldiers were relocated to bases in the U.S. from overseas locations, requiring substantial construction of new facilities here at home. Furthermore, the savings from closing sites overseas were not counted as BRAC 2005 savings, even though they amounted to hundreds of millions of dollars per year. I also understand that established goals for the BRAC 2005 round emphasized optimizing our force posture and achieving operational benefits, rather than reducing cost growth and realizing savings.

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

It is my understanding that a future BRAC round could focus on infrastructure consolidation, cost savings, and not recapitalizing installation infrastructure. A future BRAC round could also emphasize recommendations that yield net savings within five years (subject to military value) and place limits on the Secretary's authority to make recommendations with payback periods greater than twenty years. A future BRAC could focus on repurposing existing excess facilities whenever possible. If confirmed, I look forward to working with Congress on how we can best accomplish these shared goals.

## **Religious Guidelines**

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

Yes. Everyone who is eligible to serve and can meet the standards of their occupational specialty may do so regardless of their religious beliefs or lack of any religious belief or affiliation. The Army applies appropriate legal standards, primarily the Religious Freedom Restoration Act (RFRA), in religious accommodation decisions. Army policy supports Soldiers' observances of the tenets of their respective religions or abstention from religion.

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

Yes, I believe they are. The Army supports individual expressions of belief consistent with published standards and occupational specialty requirements. Commanders consider requests for religious accommodation on a case-by-case basis, taking into account the impact on good order and discipline, health and safety, unit cohesion, and individual/unit readiness.

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

Yes, I believe current policies provide the proper balance between the rights of individual chaplains and Servicemembers with different or no beliefs. In terms of policy, the government does not tell people how to pray, so the Army does not tell chaplains how to pray. In terms of practice, the Chaplain Corps ensures the free exercise of religion by developing leaders and educating chaplains to perform or provide religious support to Soldiers in a diverse and pluralistic environment. Army chaplains are trained to conduct all religious support, to include prayers, with integrity and sensitivity—each chaplain being faithful to his or her own religious tradition and, within that tradition, being as broad and inclusive as possible based on the audience.

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

It is my understanding that West Point's Superintendent, LTG Caslen, is committed to protecting the constitutional rights for the free exercise of religion of future Army leaders and ensuring that they understand their roles in building strong, inclusive teams. If confirmed, I will support the superintendent to ensure that the Academy's leaders, staff

and cadets comply with Army policies and statutes for the exercise of individual religious beliefs, including no religious beliefs.

### **Delivery of Legal Services**

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

It is my understanding that the General Counsel is the legal counsel to the Secretary of the Army and the chief legal officer of the Department of the Army. As such, the General Counsel's responsibility extends to any subject of law, and to other matters as the Secretary directs. Specifically, the General Counsel is responsible for coordinating legal and policy advice to all other members of Headquarters, Department of the Army, and for determining the Department's position on any legal question or procedure.

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

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

I believe it is crucial that The Judge Advocate General's expertise be available to both the Secretary of the Army and the Chief of Staff of the Army, and I fully support both the spirit and the letter of the statute that empowers The Judge Advocate General to provide independent legal advice to senior Army leaders. Uniformed attorneys bring a unique perspective to the practice of law, providing insight and advice shaped by their years of service to the Army—insight and advice that senior leaders demand and deserve in today's complex strategic environment.

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

I completely back the provision of law that forbids any officer or Department of Defense employee from interfering with the authority of judge advocates to provide independent legal counsel to their commanders. I have confidence that Staff Judge Advocates understand that the Army is the client, as our judge advocates are consistently trained and instructed on the importance of providing independent legal counsel to commanders.

## **Judge Advocate General (JAG) Corps Resourcing**

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

If confirmed, I will work with Army Senior Leaders to undertake a review of the current and projected manpower requirements for the Army JAG Corps. Maintaining the proper level of manning allows the JAGC to meet the challenges of emerging missions, demands created by a potentially larger Army as well as provide legal support to Soldiers, Retirees, Family members, and Commanders in all aspects of their mission.

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

Yes, if confirmed I will work with Army Senior Leaders to review judge advocate manning and work with both The Judge Advocate General and the G-1 to ensure current active-duty strengths are adequate to support the current legal mission. Additionally, as the Army continues to undertake new missions in areas such as cyber, multi-domain battle, and security force assistance as well as implementing new requirements in traditional areas of legal practice such as military justice, I will conduct a similar review ensuring the judge advocate manning is adequate to handle the legal demands for emerging Army missions.

## **Sexual Assault Prevention and Response**

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

I understand the Army has made progress in combatting sexual assaults, but additional work and resources are required. The Army has improved their response capabilities for victims of sexual assault while placing increased emphasis on prevention. I believe Army leaders must create climates within the organizations that respect the dignity of every member of the Army Family. Leaders must ensure Soldiers and Civilians understand that sexual violence will not be tolerated and that offenders will be held accountable. Leaders at all levels must be empowered to take appropriate action to intervene to stop misconduct. The "Not In My Squad" effort reinforces this important intervention capability. The Sexual Harassment/Assault Response and Prevention (SHARP) program can help leaders foster cultural change across the Army with a focus on what it means to be a member of the Army Profession and exemplify the Army Ethic. If confirmed, I will ensure sexual harassment and response efforts remain a top priority.



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

I know prevention of sexual assaults is a very high priority for the Army and the Army is applying resources to strengthen the Army's culture to eliminate sexual assaults. Given the size of the Army, and the volume of new recruits who are assessed and trained each year, I believe it is important to continually assess the effectiveness and impact of any program as critical as this one. It is my understanding that the Army has placed increased emphasis on training resources and venues to strengthen a culture that will prevent sexual harassment and eliminate sexual assaults. I support efforts by the Army to continue refining individual Soldier training, as well as specialized training for sexual assault investigators, prosecutors, special victims counsel, sexual assault response coordinators, and victim advocates. Additionally, the professional training at the Army Sexual Harassment/Assault Response and Prevention (SHARP) Program Academy reinforces the importance of this issue to the entire force. If confirmed, I will ensure the training and resourcing of these specially-selected and trained investigators, advocates, and prosecutors remains an Army priority.

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

I understand that the Army's special victim counsel program is a successful program that provides legal support to victims of sexual assault at Army installations and forward deployed locations worldwide. The vast majority of victims report satisfaction with the advocacy provided by these judge advocates, primarily because of their ready availability to interact face-to-face with victims. These counsel represent victims' interests through all stages of the military justice process, from investigation through appellate review, and empower victims to make informed choices about their role within the sexual assault response process. They also provide essential legal assistance to victims and are instrumental in developing this emerging area of victims' rights law. Special victim counsel are also key players in helping to successfully resolve allegations of retaliation against victims with the command. If confirmed, I will work to ensure that this program remains successful.

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

I understand that the Army has a comprehensive victim response system for Soldiers and Civilians. Additionally, the Army has professionalized Sexual Assault Response Coordinator and Victim Advocate education, established consolidated medical, legal and outreach services within Sexual Harassment/Assault Response and Prevention (SHARP) Resource Centers, and implemented a comprehensive Special Victim's Counsel Program. If confirmed, I will ensure Army SHARP programs remain appropriately resourced to provide the best possible services to the entire Army Team.

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

I believe Commanders are vital to the Uniform Code of Military Justice. Removing their disposition authority would separate command authority from the authority to discipline and to hold Soldiers accountable. Statutory and policy changes over the past several years have improved support to sexual assault victims, increased transparency, and enhanced effective enforcement and accountability. These improvements fully rely on the Commanders' participation and support. I believe that removing Commanders' disposition authority would actually undermine the progress that has been made.

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

Sexual harassment, sexual assault and retaliation have no place in the Army. I understand the Army is aggressively addressing retaliation and reprisal against individuals who report, intervene or witness incidents of sexual harassment or sexual assault. The SMA's "Not In My Squad" initiative puts first-line leaders directly in the fight against sexual assault. It empowers junior leaders and reinforces the importance of looking out for each other; on and off duty. I understand several other important Army initiatives are underway and include criminalizing acts of reprisal and professional retaliation through policy and regulations; development of comprehensive data collection procedures; and assessment of prevention efforts and analysis of data trends. If confirmed, I will ensure the Army continues to assess the efficacy of retaliation prevention and response initiatives and properly addresses barriers to reporting.

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

Based on my time in the Army and OSD, I believe the chain of command is the center of gravity for improving the climate and changing the culture of the organization. The chain of command must create a professional climate where all members of the Army Team are treated with dignity and respect. This translates to an environment that eliminates negative behaviors and ensures members feel comfortable coming forward with issues and reports of incidents. I believe the chain of command must be responsible and accountable for the execution of the Sexual Harassment/Assault Response and Prevention program; enforce standards across the entire organization; apply appropriate resources to the program; and set the example of appropriate behavior for others to model while quickly correcting those who engage in inappropriate acts.

## **Child Abuse in Military Families**

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

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

One incident of child abuse in military families is one too many and contrary to the values expected of Soldiers. The Army recently took steps to increase reporting of child abuse to ensure the provision of support services. If confirmed, I will work to ensure prevention programs are appropriately resourced and empower leaders to intervene to prevent child abuse, ensure victim safety, provide treatment and hold offenders accountable.

## **Abusive Online Conduct**

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

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

The Army's July 2015 guidance regarding online conduct, re-issued in April 2017, supplements existing punitive policy. The guidance, which will be incorporated into the next update of the Army regulation on command policy, advises Army personnel that online misconduct, to include harassment, bullying, hazing, stalking, discrimination, and retaliation, or any other activity that undermines dignity and respect, is inconsistent with Army Values and negatively impacts command climate and readiness. The policy also encourages personnel experiencing or witnessing online misconduct to report it.

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

I believe so, but continued leader engagement is also required. If confirmed, I will continue to review the adequacy of these policies and make recommendations for additional measures as required.

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

All Soldiers deserve to be treated with dignity and respect. Abusive online conduct violates the sacred trust that melds Soldiers into a cohesive team. If confirmed, I will

aggressively support Army efforts to track, report, and prevent online misconduct, and I will work with Army leaders to develop additional actions as necessary.

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

Yes. It is my understanding that the Uniform Code of Military Justice already provides Commanders with broad legal authority to address online misconduct committed by service members. I also understand that the Department has been working with members of Congress to ensure appropriate accountability for the specific conduct described in recent testimony.

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

I believe that the Department of Defense is working to develop additional legislative authorities to address this problem. If confirmed, I will work with legal counsel to better understand what authorities are needed to address the problem and ask the Committee to support with appropriate legislation.

**Balance Between Civilian Employees and Contractor Employees**

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

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

I do understand a critical balance must be struck between the civilian and contractor workforce. While civilian and contractor employees play an important and distinct role within the Army, I am mindful that contractors should not be performing inherently governmental functions within the Army. If confirmed, I will work with Army Senior Leaders to assess Army's compliance with law and policy in this area and ensure an appropriate mix exists between our civilian and contract employees.

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

As I understand, the Army has implemented procedures to ensure accountability and compliance with statutes and regulatory authorities prohibiting contractor performance of inherently governmental functions. If confirmed, I will work with Army Service Leaders to ensure continued compliance with existing law and policy.

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

Military personnel should be primarily used for combat and roles that directly contribute to the overall readiness of the force. If confirmed, I will look into how the Army can better assess and monitor the mix of military and civilian personnel performing “like” jobs or functions to ensure compliance with the law and DoD policies. Under current law and DoD policy, military personnel can perform non-military tasks only if military performance is more cost effective than civilian or contractor personnel. To that end, I believe that the Army must accurately assess the costs when making decisions to rely on military personnel for both traditional and non-traditional functions.

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

As I understand the issue, the Army, as part of DoD, already continuously evaluates contractor roles and functions in terms of critical government processes and ensures commands are aware of the policies and regulations governing this issue. If confirmed, I will work with Army Senior Leaders to ensure the Army complies with the Inventory of Contractor Services Review process on an annual basis to reassess contractor performance and the identification of functions designated for contractor performance.

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

I understand that contractors are prohibited from performing inherently governmental functions. Furthermore, as I understand, under the current law and DoD policy, military personnel can perform non-military essential tasks only if military performance is more cost effective than civilian or contract labor. Previously, force management level constraints in Afghanistan and Iraq have led to contract solutions for functions such as aviation maintenance, dining facilities, and other installation support. If confirmed, I will ensure assessments are completed to determine resource requirements most appropriate to fulfill roles and functions necessary to build and sustain readiness of the total Force. Ensure readiness is the first criteria in determining if contractor solutions are most appropriate and are permissible under current law and DoD policy.

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

Within the guidelines of current law, I will ensure that the Army does not have any artificial constraints placed on the size of our civilian and contractor workforce. I will work with Congress and Army Senior Leaders to ensure the Army is able to hire the right number and type of employees to accomplish its mission.

## Women in Combat Integration

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

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

Yes, I understand general integration into combat arms units is going well as a result of the gender integration study conducted by the Army. I served as an Infantryman and I served in the Ranger Regiment, and I believe strongly that every qualified individual should have the opportunity to serve in whatever MOS/Branch he or she wants to serve in. Readiness is the priority and opening up the pool of individuals who want to serve in combat arms will enhance readiness.

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

No, I do not. It is my understanding that the Army's Gender Integration Initiative is a standards based effort designed to place the right Soldier in the right place at the right time. Any Soldier who can meet the standard, deserve the opportunity to serve in the occupational specialty of their choosing, regardless of gender.

My former squad leader, is currently serving as the operations Sergeant Major of the Ranger School at Fort Benning, highly decorated, and former Best Ranger Winner, said that the female graduates are "The Real Deal." Further, he had nothing but praise for how all of the students, female and male, performed and accepted one another. Although, I've not been personally involved in this issue, I've trusted this man with my life and trust his judgement implicitly.

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

Yes, I understand the Army validated occupational standards and tasks for every occupational specialty and developed gender neutral standards. The Army also implemented an occupational physical assessment test (OPAT), which is administered at recruiting stations to ensure that all recruits are ready to train for the military occupations they are best suited for while mitigating attrition and injuries within Basic Combat Training.

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

I believe that anyone who can meet the standards of a specific military occupation should have the opportunity to serve in that capacity regardless of gender. The Occupational Physical Assessment Test (OPAT), which the Army implemented in January 2017, assesses physical capacity and proclivity to meet the physical demands of their target occupational specialty and serves as a predictor of Soldier' readiness for training. Soldiers must also be able to perform all the tasks of their occupational specialty in order to be awarded that specialty upon graduation from training. The Army is conducting integrated longitudinal studies to assess injury rates and readiness impacts of integration into units previously closed to female Soldiers. If confirmed, I will work with the Army Senior Leaders to ensure the Army incorporates lessons learned from these studies to improve Soldier readiness.

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

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

I believe a major challenge going forward will be identifying which programs are required and ensuring sufficient resources are provided for those most important programs. If confirmed, I will be committed to ensuring that the Army continues to provide quality, fiscally sustainable, Soldier and Family-focused MWR programs and services into the future.

### **Military Health Care**

**Section 702 of the National Defense Authorization Act for Fiscal Year 2017 transferred direct oversight and management of military hospitals and clinics from the military services to the Defense Health Agency (DHA).**

**133. If confirmed, what role would you play to ensure a smooth transfer of the Army's military treatment facilities to the Defense Health Agency?**

If confirmed, I will fully support the ongoing efforts, planning, and coordination with OSD, Joint Staff, DHA, and Service Medical Departments to ensure a smooth transfer to DHA.

**134. If confirmed, what role would you play to ensure that the Army reduces its medical headquarters staffs and infrastructure (including regional command staffs and infrastructure) to reflect the changing scope and size of its health care missions?**

If confirmed, I would support the structuring of Army medical headquarters staff and infrastructure based on the manpower necessary to ensure superior health outcomes for Servicemembers and their families. My intent would be to eliminate unnecessary, redundant activities while preserving essential functions, processes and structure to ensure Total Force readiness and superior healthcare to the beneficiary population.

### **Family Readiness and Support**

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

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

If confirmed, I will continue the Army's commitment of providing quality, effective programs that reduce stress and enhance readiness and resiliency for Soldiers and their Families. I will work to ensure the important domestic violence, substance abuse, child care, financial readiness, and other Family readiness programs remain viable and effective. Collectively, these programs build strength and resiliency and improve overall readiness.

A very high priority Family readiness issue is ensuring that sufficient Army Community Service, Morale, Welfare, and Recreation, and Child and Youth Services programs are provided to meet the unique demands of the military lifestyle.

### **Suicide Prevention**

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

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

Suicides directly impact readiness across all our formations, and one is too many. If confirmed, I will work tirelessly with the military and civilian leaders at all levels to prevent suicides.



There is no single explanation for why people die by suicide. However, there are four key factors that contribute to military deaths by suicide: Access to lethal means; ineffective life/coping skills; “loss of status” (e.g., legal or administrative problems); and reluctance to engage in treatment.

In 2010, I was personally affected by the impact of suicide by one of my contemporaries while he was on a deployment in Afghanistan. This terrible incident showed me that suicide impacts all ranks, genders, and families and friends. The Army must apply all of the policies, training, and resources it can to prevent Soldier suicide, and I will strongly support and expand efforts such as the embedded behavior health program to provide resources to Soldiers and Commanders to increase access to suicide prevention resources.

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

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

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

With Congressional support, the Army has made extraordinary progress in the care, management and transition of seriously ill and injured Soldiers. Over the past 10 years, the Army has improved facilities, streamlined processes, centralized family support and increased the level of oversight of the Warrior Care and Transition Program, enabling them to recover and return to the force or transition to Veteran status.

In conjunction with Department of Veterans Affairs, the Army has made progress in the Integrated Disability Evaluation System processing time. The average time to complete all components of this very complex process in the Army has improved to less than 250 days, well below the DoD standard of 295 days.

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

I think that it is critical to maintain the high level of oversight of the Warrior Care and Transition program. If confirmed, I will support efforts that ensure this program is an enduring capability that can rapidly expand when needed.

I will continue to improve upon our current relationships with the Department of Veterans Affairs and our Veteran and Military Support Organizations to ensure our transitioning Soldiers have the resources required for a successful transition to Veteran status.

Finally, if confirmed, I will support technical advancements to seamlessly track and transfer data and records for Integrated Disability Evaluation System stakeholders to improve process efficiencies. Increased transparency of information will further enhance the current programs, which enable a seamless transition from the Army to the VA.

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

**While representative of a small number of individuals in the Defense Department, reports of abuses of rank and authority by senior military and civilian leaders and failures to perform up to accepted standards are frequently received. Whistleblowers and victims of such abuses often report that they felt that no one would pay attention to or believe their complaints. Accusations of unduly lenient treatment of senior officers and senior officials against whom accusations have been substantiated are also frequently heard.**

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

I expect that all Department of the Army personnel, military or civilian, will demonstrate the loyalty, dedication, respect, selfless service, honor, integrity, and professionalism the Nation expects of the Army. Any alleged failure to maintain the standards should and must be investigated while ensuring that all individuals involved receive appropriate due process. If confirmed, I will advise, regardless of the grade or position of the individual, that all Soldiers and Army civilians will face appropriate consequences if it is determined they failed to adhere to the established legal, moral, and ethical standards.

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

Existing policies within the Department of the Army, subject to the oversight of DOD, govern the investigation of any allegation made against senior Army and Civilian leaders. If confirmed, I will support the policies and investigative process to ensure all allegations receive a thorough, impartial investigation without violating the due process rights of any of those involved in the investigation. If, in my determination, the system, policy, or processes need adjustment, I will highlight those concerns to the Secretary.

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

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

**141. What is your vision for the management and development of the Army senior executive workforce, especially in the critically important areas of acquisition,**

**financial management, and the scientific and technical fields?**

I believe that the Army's senior executive workforce must be carefully managed and developed to ensure that the Army can retain a highly skilled and motivated cohort of experienced executives and to ensure that they are held accountable for their performance. It is important that we have a strong bench of dedicated professionals who can lead the workforce in financial management, acquisition, science and technical fields. I also feel it is important to leverage our relationships with private industry to incorporate best practices, promote innovation and create better efficiencies for accomplishing the Army mission. If confirmed, I will work with Army Senior Leaders to apply resources and support the use of programs that promote the recruitment and development of professionals to serve in senior positions in our Army.

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

Without serving in the department, I cannot say for certain if the Army has the right number of senior civilian executives it needs. However, I know the Army is a broad, complex, and diverse organization that requires the right leaders in the right positions. I am aware that Army senior executives work closely with general officers to meet requirements and the Army has a deliberate process to ensure the senior executives are carefully positioned to manage the Department now and into the future. If confirmed, I will work with Army Senior Leaders to ensure the Army maintains its deliberate management process to make sure its senior executives are successfully positioned to manage the Department now and in the future.

**Operational Energy**

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

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

Yes. Despite significant progress over the past few years, the “tether of fuel” constraint that Secretary Mattis referenced during his confirmation hearing remains a vulnerability. I believe the Army will need to expand capability, increase efficiency, and reduce demand by developing new technologies or adapting how we operate.

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

It is my understanding the Army is currently pursuing multiple efforts to improve energy-related capabilities of Army systems and reduce the overall demand for fuel. These

efforts include improving the efficiency of equipment, improving the way power is generated and distributed, and improving the way decisions are made. These efforts will help reduce logistics requirements and enhance operations. If confirmed, I will continue to support these efforts.

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

Developing combat capabilities involves a complex set of trade-offs in order to maximize the lethality, mobility and protection of formations that provide Soldiers with superior warfighting capabilities. If confirmed, I will work with the Army's Senior Leaders to prioritize investment in operational energy technologies as an important consideration in the development of combat capabilities.

**Energy and Acquisition**

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

It is my understanding the Army S&T enterprise has research efforts focused on tools to counter energy loss through building envelopes; construction methodologies to improve energy efficiency and effectiveness in contingency operations; advanced and hybrid power trains and fuel cell technologies for military vehicles – all with the intent to improve efficiencies and make better use of energy both on the battlefield and for base operations. Through these efforts, I understand the Army is fundamentally changing the culture and better managing the use of energy throughout our acquisition systems.

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

**Back in July after a coup attempt, the Turkish government cut off power to Incirlik Air Base, which is the primary platform for launching coalition airstrikes in the fight against ISIS. For roughly a week, deployed units had to operate off backup generators, which is expensive and not the preferred method of operation given the demanding tempo of sorties against ISIS.**

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

I believe energy resiliency must be considered when determining how the Army will fight, what equipment and weapons the Army acquires, and how the Army employs and

sustains these assets. If confirmed, I will work with Army Senior Leaders to ensure that energy resiliency continues to be considered and addressed in these areas.

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

In my view, energy resiliency and the ability of units at all echelons to operate with organic energy sources is very important, especially when the Army looks at the scenarios where it would face a near-peer, high-end threat. If confirmed, I will work with the Army senior leadership to ensure Army exercises are conducted in realistic combat conditions, including environments where no external power sources are available.

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

Yes, I believe that the Army should appropriately assess energy supportability during the acquisition process. I support Secretary Mattis' position on the desire to "relieve the dependence of deployed forces on vulnerable fuel supply chains to better enable our primary mission to win in conflict." I also believe that the Army should pursue alternative technologies that are reliable and cost effective. If confirmed, I will review the Army's efforts to incorporate energy supportability as a key performance parameter and will make recommendations as necessary.

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

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

Yes, if confirmed, I will explore how the Army can use the Section 2805 authorities to support mission critical functions and address known energy vulnerabilities. If confirmed, I will take advantage of these authorities to the maximum extent possible to ensure the Army's energy resiliency.

**Environment**

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

Yes, if confirmed, I will ensure the Army complies with all applicable environmental regulations, laws and appropriate guidance from the Environmental Protection Agency.

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

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

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

Yes, if confirmed, I will ensure the Army continues to work closely and cooperatively with the Department of Interior and the U.S. Fish & Wildlife Service to maintain sufficient land for training while upholding the Army's public trust as a steward of some of this Nation's most valuable natural resources.

**Congressional Oversight**

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

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

Yes.

**155. Do you agree, if confirmed, to appear before this Committee, or designated members of this Committee, and provide information, subject to appropriate and necessary security protection, with respect to your responsibilities as the Under Secretary of the Army?**

Yes.

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

Yes.

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

Yes.

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

Yes.

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

Yes. Congressional oversight is vital to our system of government. If confirmed, I will work with senior Army leaders to ensure that the Army provides this Committee with requested information in a timely manner or consults with the Committee regarding the basis for any good faith delay or issue in providing that information.