

**Senate Armed Services Committee
Advance Policy Questions for Ryan McCarthy
Nominee for Appointment to be Secretary of the Army**

Duties and Responsibilities as Secretary of the Army:

1. What is your understanding of the duties and functions of the Secretary of the Army?

Answer: Title 10 Section 7013 of the U.S. Code provides that Secretary of the Army (SecArmy) is the head of the Department of the Army. Subject to the authority, direction, and control of the Secretary of Defense (SecDef), the SecArmy is responsible for and has the authority necessary to conduct all affairs of the Department of the Army, including, but not limited to: recruiting; organizing; supplying; equipping (including research and development); training; servicing; mobilizing; demobilizing; administering (including the morale and welfare of personnel); and maintaining to prepare the Army to meet global requirements (fulfilling operational requirements of the combatant commands). Additional responsibilities for the Army National Guard are listed in Title 32 Sections 104 and 105 of the U.S. Code. The SecArmy is also responsible for the supervision and control of Army intelligence activities. The SecArmy is responsible for such other activities as may be prescribed by law or by the President or SecDef. After first informing the SecDef, the SecArmy may make such recommendations to Congress relating to the Department of Defense as he considers appropriate.

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

Answer: I am proud to have served in the U.S. Army and that service has been the foundation of my professional career. A combat deployment with the 75th Ranger Regiment 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 oversight function Congress exercises and its important role to provide the authorities and resources needed to protect our nation. I am also very proud to have served on the immediate staff of Secretary of Defense 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 budgets, leadership, readiness, and modernization. Prior to becoming the Under Secretary of the Army, I spent the last six years in the defense industry. It was there where I learned and experienced weapons systems development and the criticality of our organic industrial base.

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

Answer: If confirmed, I will rely on the entire breadth of my management and leadership experience, as all have provided valuable perspectives. Beginning with my service as an infantry officer, I served in Afghanistan, and I have led and experienced and understand the tactical and organizational levels and leadership needs of the Army. Additionally, I served on the immediate staff of Secretary of Defense Gates, in leadership positions for Lockheed Martin, and as the Under Secretary of the Army for over two years. While no one job prepared me for this position, I believe the combination of experience makes me well-qualified to be the SecArmy.

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

Answer: If confirmed, I anticipate I will be asked to continue to make tough choices to ensure the Army is prepared to meet the mandates of the National Security Strategy and the National Defense Strategy so that it is ready to deter and, if necessary, defeat near-peer competitors.

5. To the extent that the functions of the Army overlap with those of other DOD entities, what would be your approach, if confirmed, to consolidating and reducing unnecessary duplication?

Answer: If confirmed, I will fully support efforts to drive consolidation and reduce duplication through review of Fourth Estate organizations and their relationship with the Department of the Army. I recognize unnecessary redundancy among the headquarters represents potential savings that could be re-directed to generate increased warfighting capability. If confirmed, I will work with the 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.

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

Answer: I am deeply committed to the bedrock American principle of civilian control of the military. I understand the Goldwater-Nichols Department of Defense Reorganization Act of 1986. By strengthening civilian control of the military, the Act ensured that senior civilian decision-makers receive the full range of diverse military advice. If confirmed, I will faithfully discharge my Constitutional and statutory responsibilities to exercise control over the U.S. Army and will continue to use the Assistant Secretaries of the Army to assist me in the performance of this important function.

7. If confirmed, what duties and responsibilities would you assign to the Under Secretary of the Army?

Answer: By statute, the Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. Headquarters, Department of the Army General Orders No. 2019-01 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. If confirmed, I will assign the Under Secretary to spearhead reform efforts and establish the cloud architecture as the foundation of our modernization strategy, because without it, we will never maximize the capabilities we need for the future fight. The Under Secretary is also 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.

8. If confirmed, over which members and organizations of the Army would you direct the Chief of Staff of the Army to exercise supervision and what would be the scope of such supervision? What other duties would you assign to the Chief of Staff of the Army?

Answer: As the senior military advisor to the Secretary of the Army and senior military officer of the Army, the Chief of Staff of the Army (CSA) presides over the Army Staff, communicates plans and recommendations of the Army Staff to the Secretary of the Army, and advises the Secretary of the Army on those plans and recommendations. In addition to his role as an advisor, the CSA is responsible for the effective and efficient functioning of Army organizations and commands in executing their statutory missions.

9. If confirmed, briefly describe the duties and responsibilities you envision for each of the Assistant Secretaries of the Army.

Answer: If confirmed, I envision the Assistant Secretaries of the Army continuing to fulfill their oversight responsibilities delineated in statute and in Department of the Army General Order 2019-01. I expect the exercise of those responsibilities to support the Army's vision and efforts to modernize.

ASA(M&RA). The ASA(M&RA) is responsible for setting the strategic direction and overseeing the development and implementation of policies relating to human capital functions. The ASA (M&RA) is responsible for developing and overseeing policies and programs related to: (a) Accessions and recruiting, training and education, manning and development, retention, transition and separation, and talent management of military personnel; (b) Hiring, developing, managing performance, executing workforce transformation, managing talent, retaining, and separating civilian personnel; (c) Accession, mobilization, and demobilization of the reserve component; coordinating, providing assistance, and issuing guidance to the Army Reserve Forces Policy Committee; and ARNG and USAR manpower resources; (d) Force structure,

workforce mix, manpower allocation, and manpower requirements determination; ensuring the fulfillment of Total Army manpower statutory and regulatory requirements, readiness and training; overseeing major headquarters activities manpower accounting; and approving insourcing requests; and (e) Soldier and Family Readiness Programs.

ASA(CW). The ASA(Civil Works) (CW) is the principal advisor to the SecArmy for the Army's CW Program. The ASA(CW) establishes the strategic direction and has primary responsibility for the oversight of functions relating to the Army's CW Program. The ASA(CW) provides policy and budgetary oversight for the U.S. Army Corps of Engineers' execution of the Army's CW Program.

ASA(IE&E). The ASA(Installations, Energy and Environment) (IE&E) is the principal advisor to the SecArmy on matters relating to IE&E. The ASA(IE&E) serves as the co-chair of the Installations Program Evaluation Group. The ASA(IE&E) is responsible for:

(1) Developing and overseeing policies and programs for: (a) Installations, Housing, and Partnerships; (b) Energy and Sustainability; and (c) Environment, Safety, and Occupational Health.

(2) Oversight of all execution functions performed by the Corps of Engineers related to the Army's military construction, real property, real estate, energy, and environmental programs, as well as development of new technologies, designs, and planning approaches to advance the Army's approach to the management of installations.

(3) Coordinating with the ASA(ALT) to ensure that environmental, safety, occupational health, energy and water risk, renewable energy, sustainability, operational energy, and installation management considerations are appropriately addressed by materiel developers; integrated into acquisition program planning and documentation; and addressed during milestone decision reviews.

ASA(FM&C). The ASA (Financial Management and Comptroller) (FM&C) is the principal advisor to the SecArmy in all matters related to FM and comptrollership. The ASA (FM&C) is responsible for overseeing the PPBE process and provides stewardship of the Army's fiscal resources, from program inception through budget formulation, submission, and defense, to funds distribution, appropriation realignment actions, execution, and auditable financial statements. The ASA (FM&C) is the single office in HQDA responsible for the comptroller function, including budget formulation, execution, and review; financial operations; cost and economic analysis; enterprise financial systems management; and, in coordination with the Chief of Legislative Liaison, serving as the liaison between HQDA and Congress for appropriations through the Office of Budget Congressional Liaison, except for CW.

ASA(ALT). The ASA(Acquisition, Logistics and Technology) (ALT) is the principal adviser to the SecArmy on all matters relating to ALT and is responsible for the overall supervision of ALT matters of the DA. The ASA(ALT) is designated as the Army Acquisition

Executive, Senior Procurement Executive, and Senior Official responsible for the management of acquisition of contract services; Science Adviser to the SecArmy; and Senior Research and Development Official. The ASA(ALT) is the single office in HQDA responsible for setting the strategic direction for and overseeing policies and programs related to ALT, procurement, intellectual property, the industrial base, and security cooperation not otherwise delegated (including security assistance, armaments cooperation, and direct commercial sales). The ASA (ALT) also ensures that contractor suitability, fitness, and credentialing requirements are addressed in the Army Federal Acquisition Regulation Supplement. The Office of the ASA (ALT) is designated the single office in HQDA responsible for the acquisition and research and development function, including procurement and contracting, acquisition program management, armaments cooperation, and security assistance. The ASA(ALT) serves as the co-chair of the Equipping and Sustaining Program Evaluation Groups. The ASA(ALT) will ensure that U.S. Army Futures Command receives the support it requires for the success of the Army future force modernization enterprise.

Budget:

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

Answer: Yes. The 2018 National Defense Strategy (NDS) requires the Army to prepare for war against its near-peer competitors, Russia and China, while sustaining the global counterterrorism fight and providing for homeland defense. The Army needs to keep pace with inflation and pay raises, to maintain readiness, buying power, moderately grow the force, and keep modernization efforts on track. The Army is at a strategic inflection point where it is maintaining legacy systems to meet current demands while modernizing for the future to ensure overmatch with near-peer competitors. The Army needs the support of Congress to provide timely, adequate, predictable, and sustained funding to maintain its readiness posture while building for the future along its six modernization priorities. If confirmed, I promise to provide my best judgment to the Secretary of Defense as to the level of funding needed to ensure the Army is able to effectively implement the 2018 NDS.

11. At proposed FY 2020 funding levels, is the Army adequately funded to fight one major power rival, while maintaining deterrence and stability in other regions of the world? Please explain your answer.

Answer: Yes, the Army's total FY20 budget request is \$182.3B, consisting of \$150.7B for base requirements and \$31.6B for Overseas Contingency Operations requirements. This request provides the resources the Army needs to build readiness, while modernizing for the future. Upon commencement of significant hostilities or substantial preparations for hostilities, the Army would submit Emergency Supplemental Requests to fund sustained surge operations.

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

Answer: The Army's FY20 requested budget enables the Army to compete in a high intensity conflict with highly capable near-peer adversaries, and to train to fight as part of the Joint Force alongside our allies and partners, while sustaining our ability to conduct irregular warfare. The Army budget is strategy driven and requirements based. The resources requested in the FY20 budget would enable the Army to stay on course to achieve its readiness goals by 2022 and modernization goals by 2028. It also provides the Army sufficient funding to conduct current operations, sustain and equip the current force, and provide a quality of life to our Soldiers and their families commensurate with their quality of service.

13. If confirmed, do you agree to support the Chief of Staff of the Army in providing his unfunded priorities list to Congress in a timely manner, beginning with the FY 2021 budget request?

Answer: Yes. If confirmed, I will fully support the Chief of Staff of the Army in providing a well prepared unfunded priorities list with the FY21 Budget Request.

2018 National Defense Strategy:

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

Answer: Yes, in my view the 2018 NDS accurately assesses the current strategic environment, which prioritizes great power competition with China and Russia, and directs us to contend with other threats like North Korea, Iran, and violent extremist organizations.

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

Answer: Yes, the NDS outlines a strategic approach to expand the competitive space through three lines of effort: rebuilding military readiness as we build a more lethal force; strengthening alliances as we attract new partners; and reforming the Department's business practices. The Army Strategy's approach directly aligns with that of the NDS. I believe the NDS specifies the correct set of capabilities by which the United States can achieve its security objectives in the face of great power competition with China and Russia. The highest risk the Army faces is ensuring we continue to modernize the force and conduct realistic training to maintain overmatch consistent with our six modernization priorities while building strategic readiness.

16. Is the Army adequately sized, structured, and resourced to implement the 2018 NDS and the associated operational plans? Please explain your answer.

Answer: The National Military Strategy and Defense Planning Guidance inform the appropriate size of the military and I believe the current end strength levels are insufficient to meet national defense objectives. I am concerned 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. The Regular Army should grow in a sustainable manner with associated growth in Guard and Reserve forces. Resources should be commensurate with the size of the force to avoid building a hollow force.

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

Answer: Yes, the Army has the tools and analytic capabilities to support me, if confirmed. The Army created Army Futures Command to serve as our future force modernization architect. AFC has brought in all key modernization enterprise stakeholders to bring unity of command and unity of effort under one roof. Specifically, AFC has aligned analytical teams, the Futures and Concepts Center (previously ARCIC), the research and development components, the test and evaluation agencies, and the science and technology enterprise. The Army also established cross-functional teams to help synchronize the Army's acquisition enterprise with the future force concepts and technology. Additionally, the Army leverages the Army's Center for Army Analysis which conducts analyses across the spectrum of conflict in a Joint, Interagency, Intergovernmental, and Multinational context to inform critical senior level decisions for current and future national security issues.

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

Answer: If confirmed, I will continue the Army's modernization trajectory and focus on necessary changes in doctrine in support of the National Defense Strategy (NDS). Over the last two years, the Army placed special emphasis and focus on modernization. The NDS focuses on four modernization pillars: nuclear posture, great-power competition, irregular warfare, and partnership capacity. Of these pillars, the Army's central challenge is great-power competition. The Army is addressing materiel capability gaps through six modernization priorities: long-range precision fires, next-generation combat vehicle, future vertical lift, network, integrated air and missile defense, and Soldier lethality.

19. If confirmed, what changes or adjustments would you make in the Army's implementation of the 2018 NDS?

Answer: If confirmed, I will continue developing the concept for Multi-Domain Operations at echelon, deliver the six modernization priorities, and implement a 21st Century Talent Management System. The Army Strategy's four lines of effort, building Readiness, Modernization, Strengthening Allies and Partners, and Reform nest with the NDS. I also would continue implementing our 21st Century Talent Management System to meet the challenges of great power competition as laid out in the NDS.

20. How would you characterize your familiarity with the civilian leaders of the Armies of other nations and multi-national and international land power- focused consultative forums? If confirmed, on which leaders and forums would you focus your engagement with a view to advancing the interests of the Army?

Answer: It is crucial that the Army continue to strengthen long-standing alliances, while also attracting new Army-to-Army partnerships. Although the Secretary of the Army has few peer-to-peer relationships, in the last 14 years in three different administrations in both the private sector and in public service, I have had the opportunity to develop relationships in the Middle East, Europe, and Asia. Given the challenges our adversaries pose, if confirmed, I will focus on building relationships through multi-national exercises and engagements that build a network of allies and partners in the Indo-Pacific, and in Europe, to meet the requirements of the future Army, while bolstering the coalition countering our adversaries in the Middle East and around the globe

Major Challenges and Priorities:

21. If confirmed, what would be your vision for the Army of today? For the Army of the future?

Answer: The Army Vision published in 2018 provides a strategic framework for guiding the Army into the next decade. The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on a modern warfighting doctrine, and centered on exceptional Leaders and Soldiers of unmatched lethality.

If confirmed, I will work shoulder-to-shoulder with the CSA to sustain the readiness gains we have achieved while we continue to build irreversible momentum across all of our modernization efforts so we can deliver the Army of 2028 as outlined in the Army Vision.

22. If confirmed, will you continue to support the Army Futures Command and the Cross Functional Team concepts currently underway? Specifically what will you do to evidence this support?

Answer: Yes. Cross Functional Teams unify technical and operational management expertise to define technologically feasible requirements, speed development of prototype solutions, and put those solutions into Soldiers' hands. As programs proceed into development and fielding, if confirmed, I will continue to conduct metrics-based reviews to ensure programs are cost-effective while providing the best product for our Soldiers. I will also continue quarterly comprehensive meetings with each Cross Functional Team to ensure the Army is on schedule and within budget to execute the Army's modernization strategy for a multi-domain capable force by 2028.

23. What do you consider to be the most significant challenges you would face, if confirmed as Secretary of the Army?

Answer: The most significant challenge we face is being able execute our aggressive modernization strategy while maintaining a sustainable level of readiness to meet current operational requirements. We also have to do this while taking care of our people. The Army is a people organization. We fight and win with cohesive, disciplined teams, and we must address the negative trends in suicides, sexual assault, and sexual harassment that are tearing at the fabric of our organization. But if the Army does not modernize today, we could lose the next war, so we must remain focused on delivering capabilities so we are ready for future threats.

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

Answer: If confirmed, first, continuity of priorities and leadership focus is critical for the Army to achieve its Vision - the Army's priorities are not changing. The Army has been consistent for the past two years and I will remain ironclad in my support for the six modernization priorities and the 31 major systems our CFTs are developing. The Army cannot maximize its Modernization Strategy without the Cloud. The Cloud is the backbone for AI-enabled decision-making, which is why we will prioritize Cloud investments to get the right architecture in place to support other modernization efforts. Second, we must ruthlessly prioritize our resources and divest legacy programs because we will need more resources for modernization as we start scaling for low-rate initial production and fielding. The Army will continue its "Night Court" sessions where it makes tough choices to align resources with priorities. Third, we must ensure we are prepared to integrate new capabilities into our formations the day they show up, which is why we must integrate our modernization efforts across our doctrine, organizational designs, training models, facilities, and leader training programs. Finally, we have to change our Army culture to reverse negative trends in suicide, sexual assaults, and sexual harassment, starting with a focus on building teamwork at the squad level. Teammates know each other, they mentor each other, and they are there to help each other through difficult times. Commanders must then build cohesive teams and understand group dynamics to foster dignity, respect, and cohesiveness across their formations to address challenges before they manifest into larger problems.

End strength:

25. Is the Army's current end strength sufficient to implement the 2018 NDS and execute the associated operational plans? If not, what end strength do you believe is necessary to meet the demands placed on the Army by the 2018 NDS and associated operational plans?

Answer: No, the Army needs an end strength of 1.15 million Soldiers to fully support the National Defense Strategy (NDS) at low risk. The Regular Army should grow toward an end strength of greater than 500,000 in a sustainable manner, with associated growth in Guard and Reserve forces to support the NDS. The Army will chart a path of moderate growth of 2,000 Soldiers a year in the Regular Army to reach the Army's end strength goals.

Military Personnel:

26. Given the provisions of title 10, U.S. Code, section 7448(a)(5), what factors did you consider in rendering your decision to permit an Army lieutenant and graduate of the U.S. Military Academy to play professional football while concurrently performing military duties while serving as an instructor as part of a Reserve Officers' Training Corps (ROTC) detachment? What benefit accrues to the Army by virtue of this arrangement? How many other active Army lieutenants are assigned to duties as an ROTC instructor? How will the lieutenant's performance of military duties be evaluated and rated given the significant amount of time he will be spending on non-military duties.

Answer: In addressing the lieutenant's request, I considered how allowing an active duty officer to play in the NFL would affect the image and future operations of the Army. We consulted with HQDA and OSD-level legal personnel of our plans before rendering a decision. I determined that the marketing exposure and positive image of a USMA graduate serving his country and the Army while in the NFL would resonate with today's key influencers, and perhaps help to influence them to enlist in the Army or pursue an appointment to attend USMA or ROTC. We currently have 28 lieutenants serving in ROTC formations across the country. This particular lieutenant will continue in an active duty status to comply with the requirements of 10 U.S. Code, section 7448(a)(5).

Recruiting/Retention:

27. If confirmed, how would you ensure the Army maintains sufficiently high recruitment and retention standards, even if such standards result in the Army not achieving authorized end strength levels?

Answer: The Army expects to achieve FY19 recruiting and retention goals while maintaining high quality, and projects continued success in FY20. If confirmed, I will continue to ensure

Army accession agencies are adequately resourced to achieve our future accessions goals which are tied to end-strength growth. Under my watch, the Army will be committed to maintaining standards of excellence in order to build a ready force. Quality will take precedence over quantity.

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

Answer: Most youth in our target age group are disqualified due to medical reasons, with nearly a third being disqualified for being overweight. I am currently exploring and, if confirmed, will continue to explore initiatives to broaden the potential pool of Army recruits. One pilot under consideration would allow the Army to screen in a small number of applicants who slightly exceed body fat standards. We are also studying a pilot to introduce personality testing into the DoD selection program. If confirmed, I will support innovations that have potential to expand our recruiting market while maintaining recruit quality.

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

Answer: The Army is employing a number of measures to expand the recruiting pool. Army senior leaders are traveling to American cities to meet with civic leaders to strengthen relations and garner support for units serving in those cities. The Army is improving marketing by establishing the new Army Enterprise Marketing Office and moving the Army to a new advertising agency. These efforts partner the Army with one of the most influential advertising and marketing networks, allowing the Army to coordinate its national marketing and advertising strategy, develop and maintain relationships with the marketing and advertising industry, and develop marketing expertise and talent within the Army to support the Regular Army, Army National Guard and U.S. Army Reserve. This will be accomplished through a redesign on the GoArmy.com website, a new branding campaign, planning and analytics at echelon, and a new marketing framework. This framework will facilitate the evaluation of the marketplace and asset allocation at different points in the funnel to best utilize marketing and advertising resources.

The Army is taking other measures to expand the recruiting pool including overhauling our accessions approach with a renewed focus on our use of social media and through expanding our marketing and recruiting in 22 major metropolitan areas to educate potential recruits about the opportunities the Army has to offer. The Army continues to attract the Nation's most talented young men and women. If confirmed, I will take no action that will lower our standards. I will work with Congress to maintain the level of incentives and other recruiting resources and authorities needed to sustain the All-Volunteer Force.

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

Answer: Our key to success in the Army is our People, which includes our military members, civilian personnel, and their families. Retaining our best begins with great leadership who ensure our Soldiers uphold Army Values, and continues as we provide a breadth of professional development opportunities, and superior support to our Families. The Army achieved its FY19 retention mission in March 2019, six months ahead of schedule, without lowering any standards or approving any waivers. Additionally, we have embarked on expanding our talent management program which will be the key to attracting and retaining our best.

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

Answer: Recent operational requirements have not negatively impacted overall recruiting, retention, readiness, or morale of Soldiers. We met retention goals by March of this year and readiness has increased. During the last 18 years, however, the Army's operational tempo has remained high and has taxed our ability to meet DoD's established Deploy-to-Dwell (D2D) and Mobilization-to-Dwell (M2D) ratios without SECDEF-approved waivers. While the reduction in demand for forces has normalized D2D and M2D ratios for the majority of the force, the demand for low density specialties remains high and, if confirmed, I will assess how we might reduce stress on these forces. Increasing the size of low density specialty forces is one method, but many of these forces are drawn from a limited pool of elite talent and require extensive time and money to train. Our recruiting and training efforts are continually exploring ways to maximize our ability to attract, train, and deploy this necessary elite talent in response to operational needs and in accordance with DoD's D2D and M2D ratios.

32. In your view, do current recruiting standards—particularly DOD-wide criteria for tier-one recruits—accurately predict recruit attrition and/or future success in the Army?

Answer: While current DoD recruit benchmarks for high school graduation rates and performance on the Armed Forces Qualification Test are good predictors of trainability and of an applicant completing their initial term of service, we need to assess a recruit's propensity for long-term service. Recruit screening during the accessions process has been shown to reduce attrition and predict success in service. This screening, in addition to educational and cognitive screening, includes physically screening applicants with the Occupational Physical Assessment Test (OPAT), and by conducting in-depth background and medical screening. Medical screens include a review of each applicant's behavioral health (BH) history, completion of a BH Assessment, and a subsequent review of the assessment during an interview with a physician. If confirmed, I will work with Congress and DoD to implement improvements to our screening methods to continue to search for assessments, mental and physical, that are better predictors of a recruit's propensity for long-term service.

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

Answer: It is too early to tell. While we have not seen an impact from BRS in recruiting or retention in the Army, I believe that in general the BRS offers a positive incentive to applicants and Soldiers who may choose to serve, but who will not reach retirement eligibility.

Reserve Components:

34. In your view, what is the appropriate relationship between the Active Army and the Army Reserve and Army National Guard?

Answer: The Total Army is comprised of three components that operate together seamlessly. In the last decade, for example, the Army National Guard has continued to work closely with the Active Component across the full spectrum of military operations and training environments. The Associated Unit Program (AUP) has successfully paired Active and National Guard units. ARNG further supports Army modernization through staff integration across Army Futures Command, and since FY10 has provided nearly 22k ARNG Soldiers annually to Army Service Component Commands. The Army Reserve regularly conducts integrated training at CTC rotations and has general officers currently embedded and serving as Chiefs of Staff at Major Commands, such as at AMC, TRADOC, and FORSCOM, and are actively engaged with our modernization efforts, such as directing the Artificial Intelligence Task Force at AFC. If confirmed, I will consider ways to expand relationships and equipping to improve interoperability. I will work to ensure units that deploy together, especially early deploying units, have similar mobility, lethality, survivability, and network communications architecture regardless of component.

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

Answer: As an operational reserve, the National Guard and Army Reserve play a vital role in maintaining our national interests. These components also provide the strategic depth to ensure those interests. This integration to achieve national interests throughout the Total Army means that interoperability must always be the goal for our National Guard and Army Reserve.

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

Answer: Under the current demand, we have been challenged to strike an appropriate balance. Until COCOM requirements are reduced, we will continue to be challenged. Meeting demand requires a total force approach, as the Army fulfills the majority of COCOM requirements. If confirmed, I will ensure that in the current environment we strike a balance between operational

use, especially abroad, and the reserve component Soldiers' other commitments to their community, employer, and Family

Military Health Care Reforms:

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

Answer: I fully support the transition of Medical Treatment Facilities from the Army to the DHA, for the purposes of improving health, readiness, and gain efficiencies as directed in the 2017 NDAA and 2019 NDAA. If confirmed, my goal will be to provide high quality care for our beneficiaries, while allowing the Army to focus on building and maintaining readiness.

38. If confirmed, how would you ensure the rapid and efficient transfer of the administration and management of Army military treatment facilities to the DHA?

Answer: If confirmed, I will continue to support the department's plan for the DHA assuming Authority, Direction, and Control of CONUS MTFs on October 1, 2019, with Army medicine in a direct support role throughout the transition. Army Senior Leaders will remain engaged to oversee the merger to ensure healthcare is not disrupted for Soldiers and Families. This is critical, as the Military healthcare system is different than that provided to civilians, because the focus is on maintaining readiness and caring for Servicemembers' families is a component of readiness. In the end, we will have established an effective system for healthcare delivery and readiness allowing both organizations to focus on their core competencies.

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

Answer: If confirmed, I am committed to continuing support for section 702 of the FY2017 NDAA. I will ensure we will continue to work closely with the Defense Health Agency (DHA) as they begin to assume authority, direction and control, and management of the Military Treatment Facilities. The focus of the Army will be to field a medical force that is responsive, competent, and capable of meeting the demands of emerging and unpredictable conflict environments. We will not shortchange, in any way, the high-quality, responsive medical care to those on the battlefield. The G-3/5/7 will continue to be the integrator of this effort.

40. If confirmed, how would you improve processing timeliness for both Active duty and Reserve Component members of the Army at each phase of the multi-step disability evaluation process?

Answer: If confirmed, I will remain focused on collaborating with our partners in the Veterans Administration to ensure that we are doing everything possible to increase efficiency throughout the entire disability process. This process is a shared responsibility between the military services, the Physical Disability Agency and Veteran Affairs. Each agency has a separate and distinct role in the Integrated Disability Evaluation System (IDES) process. The Army has taken a lead role in an effort to improve the disability process timelines. In July of 2018, the DoD reduced the timeline to process cases from 295 days to 230 days. In October 2019, we will again improve the standard to process disability cases to 180 days or less and will not stop until we achieve that goal.

Women in the Army/Combat Arms Integration:

41. What challenges still exist with regard to the assignment of women to formerly closed units and occupational specialties in the Army, and what proactive measures would you take or direct to address those challenges, if confirmed?

Answer: The Army continues to integrate women into all units and occupations, with more than 1,200 integrated, recruited, or accessioned into the most recently opened specialties of Infantry, Armor, and Field Artillery, including 32 graduates from Ranger school. We are in year 2 of our deliberate 3-year gender integration implementation pilot, which uses gender-neutral standards based on the rigors of ground combat. In 2017 we began the pilot with two BCTs, one at Fort Bragg and one at Fort Hood. Since, the Army has fully gender-integrated units on Forts Hood, Bragg, Bliss, Campbell, and Carson, and in 2019 began integrating units on Forts Stewart; Riley; Polk; Drum; JBLM; Vicenza, Italy; and Vilseck, Germany. Hawaii and Alaska integration will begin in 2020. If confirmed, I will look for ways to increase the propensity of qualified women to serve in Army combat arms occupations as well as address any impediments to achieving full integration, including facilities, infrastructure, and policy.

42. In your view, what more could the Army do to increase the propensity of qualified women to join the Army?

Answer: In my view, we need to continue focusing our mentoring, recruiting, and advertising efforts to increase female awareness of Army opportunities (for both currently serving members and new recruits). Established female Army leaders serve as invaluable examples of success that we need to promote in Army marketing and advertising campaigns to increase the propensity of talented women to enlist or accession in the Army. If confirmed, I will continue to look for new initiatives to attract and retain talented females to serve in our Army.

Non-Deployable Issues:

43. Do you agree that soldiers who are non-deployable for more than 12 consecutive months should be subject either to separation from the Army or referral into the Disability Evaluation System?

Answer: If a Soldier is non-deployable for 12 consecutive months, the Army will assess, on a case-by-case basis, whether the Soldier is capable of returning to duty in their current or other specialty, or whether referral into the disability evaluation system is what is best for the Army and the Soldier. The Army has smart, talented people, and leaders and medical professionals must review each non-deployable Soldier's case on its own merits for determination of future service or referral into the Disability Evaluation System.

44. In your view, under what circumstances might the retention of a soldier who has been non-deployable for more than 12 months be “in the best interest of the Army”?

Answer: There are multiple circumstances under which the retention of a Soldier who has been non-deployable for more than 12 months might be in the best interest of the Army. For some, recovery from injuries may take more than 12 months. Other examples are compassionate stabilizations due to family member illness, adoption deferments, and Soldiers processing through the Disability Evaluation System to determine their fitness for duty. If confirmed, I will ensure the Army considers the skills of each Soldier on a case-by-case basis to determine whether the Soldier may be granted a waiver to continue to serve.

Transgender Policy:

45. In your view, would the service of a transgender soldier in his or her preferred gender negatively impact unit or overall readiness in the Army?

Answer: The mere fact an individual is transgender, if otherwise qualified to serve, would not negatively impact unit readiness. Any individual with a medical condition, be it asthma, gender dysphoria, or an injured back, however, could negatively impact readiness and they must be evaluated.

46. If confirmed, what would be your role in implementing the new DOD policy on the service of transgender persons in the Army?

Answer: If confirmed, my role as Army Secretary is to attract the top talent to serve in the Army, but they must be medically qualified to do so. The Army will continue to follow all DoD policies. The current policy is not a ban on transgender. If a person suffers from gender dysphoria, which is a medical condition, then we need to look at the condition to determine, on a case-by-case basis, whether the Army can offer a waiver to allow the person to serve. This is the same process for young people who have other medical conditions.

47. How will the Army determine which soldiers should be “grandfathered” under the 2016 policy promulgated by the prior Administration?

Answer: In accordance with DoD policy, individuals who prior to April 12, 2019, were either contracted for enlistment or selected for entrance into an officer commissioning program through a selection board or similar process and were medically qualified for military service in their preferred gender or, as a Servicemember, received a diagnosis of gender dysphoria from, or had such diagnosis confirmed by, a military medical provider are considered exempt from the new policy and are grandfathered under the 2016 policy.

Suicide Prevention:

48. If confirmed, what specifically would you do to maintain a strong focus on preventing suicides in the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?

Answer: One suicide is too many and I am deeply concerned with this issue. If confirmed, I will empower and provide leaders the time necessary to build cohesive teams. While Ready and Resilient efforts deliver training, tools, and resources to strengthen Soldiers and improve their resilience, leaders must know their Soldiers to build cohesive teams. Cohesive teams are essential to eradicating suicides from our ranks. I will work to equip Command Teams with tools focused on improving Leader Visibility, conducting Soldier Self-Assessments, understanding of Soldier Behaviors, and enhancing Core Competency Resilience Skills.

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

Answer: The Department of Defense and Department of the Army partner to track and report suicides among Family members and dependents of Active Component, Reserve, and National Guard Soldiers. Our efforts and resources should focus on preventing these incidents from occurring. In addition to providing more resources to command teams to increase leader visibility, we are also providing tools to enhance personal resilience, which is a key factor in readiness. Through resources such as the Army’s R2 Performance Centers, we are providing resilience training and performance enhancement training to Soldiers, Family members, and Department of the Army Civilians. This training helps build protective factors, recognize suicide warning signs, and encourage and normalize help-seeking behaviors.

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

Answer: Sexual assault is horrible and undermines the readiness of a unit and conflicts with our values. If confirmed, I will focus on prevention at the squad level. For example, sponsorship programs with increased leader attention to ensure new Soldiers are integrated into a unit, as it is the first 90 days at a new duty station where Soldiers are most vulnerable. We must instill a bottom-up culture where service members assume responsibility for the effectiveness of their unit, rather than a top-down approach. Leaders at all levels must become involved in the lives of their Soldiers and hold those accountable who fail to adhere to Army values. While I believe that the policies, programs, and training the Army has put in place to respond to sexual assault and sexual harassment are effective, this is an area I will monitor closely and assess.

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

Answer: Over the course of the last two years, I recognize that I must personally invest more time to engage with and empower leaders at all levels to build cohesive teams by developing relationships within their teams that are crucial to prevention. If confirmed, I will ensure leaders at all levels have the resources to implement innovative and effective prevention efforts such as “not in my squad,” and will support the DoD Primary Prevention Plan of Action (PPOA). I will ensure our prevention efforts address behaviors that negatively impact unit cohesion, such as sexual harassment, gender discrimination, and hostile work environments. The Army must maximize reporting of behaviors that destroy a unit, so that we can get to the left of the problem, ensure victims get needed support, and reduce the prevalence of incidents.

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

Answer: The restricted reporting option is critical to victim care as it provides the opportunity for a Soldier to obtain medical and legal support, especially if they are not ready to face the investigative and judicial process involved with an unrestricted report. The restricted reporting option allows victims to obtain a sense of normalcy and regain control of their lives before converting to an unrestricted report, if they choose to do so.

53. What are the impediments, in your view, to implementing the U.S. Air Force *Safe to Report* policy at the U.S. Military Academy?

Answer: The leadership at the U.S. Military Academy implemented a withholding policy this past April that requires the Superintendent’s personal discretion on disposing of collateral misconduct, as appropriate, based on the individual facts and circumstances unique to each case. A safe to report policy that mandates automatic immunity – without consideration of the individual facts and circumstances unique to each case – may negatively impact the disposition of sexual assault offenses, as it will provide the defense with the ability to question and argue

motivation to fabricate, ultimately hurting victims and the ability to successfully prosecute. If confirmed, I will closely monitor the implementation and effectiveness of the policy as part of our continuous process improvement review of the Army Sexual Harassment/Assault Response and Prevention (SHARP) program.

54. 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?

Answer: The Army provides significant medical, psychological, and legal resources and programs to sexual assault victims - some of which are unavailable outside the military, including the Special Victims' Counsel program, which provides a personal attorney/legal advocate to every sexual assault victim. Currently, I assess these resources and programs are effective and, if confirmed, I will continue to ensure they are appropriately maintained. If confirmed, I will also assess whether any services need to be expanded to ensure victim care.

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

Answer: The Army has proactive policies for protecting against retaliation, for identifying and investigating retaliation allegations, and for holding offenders appropriately accountable. The Army is continually looking for ways to reduce, with a goal to eliminate, retaliation allegations and improve the application of its policies to challenges like social ostracism, which is the most pervasive form of retaliation, and also the most difficult form to counter. If confirmed, I will address retaliation as a readiness issue, through a holistic approach that empowers leaders at all levels, and especially our junior leaders. Junior leaders have the greatest influence on their Soldiers, and we must strengthen our efforts to equip them to foster healthy climates at their level.

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

Answer: A commander's role is central to the Uniform Code of Military Justice and is critical to the prevention of and response to sexual assault and any other criminal offense, from murder to robbery. Removal of the commander's case disposition authority would compromise our military justice system and the good order and discipline of the force, degrading readiness and lethality. The commander's role in addressing serious misconduct, including violations of law of armed conflict, is particularly critical for deployed units, where the military justice system and the commander's authority are on display not just for our troops but for our allies and enemies.

Domestic and Child Abuse in Military Families:

57. What is your understanding of the extent of domestic violence and child abuse in the Army, and if confirmed, what actions will you take to address it?

Answer: One incident of abuse in military families is too many and contrary to the values expected of Soldiers. The Army has taken steps to increase reporting of domestic violence and child abuse to ensure the provision of support services. If confirmed, I will work tirelessly to sustain a comprehensive system of domestic abuse prevention and response; ensure programs are appropriately resourced; empower leaders to intervene to prevent child abuse; ensure victim safety; provide treatment; and hold offenders accountable.

Services provided to service members and their families:

58. If confirmed, would you advocate the consolidation of commissaries and the Service Exchanges into a single defense resale system?

Answer: If confirmed, I would consider supporting proposals that seek to streamline commissary operations and efficiencies without adding costs or removing benefits for Service members and their families. Consolidation could be a potential option, but again, the priority is to ensure efficiencies without adding costs or changing benefits for Service members and families.

59. If confirmed, how would you support increased employment opportunities for military spouses and other family members?

Answer: If confirmed, I will continue to build strong relationships with Congress, Office of the Secretary of Defense, the Governor's Association, and the many state and local government and non-government organizations that facilitate and enable spouse employment opportunities. Specifically, I will engage state policy makers to improve professional license portability so spouses can choose their home state and work in states where their Soldier is assigned without re-licensing. In assessing the effectiveness of spouse employment programs and policies, I will consider feedback from spouses and family members, professional studies, and formal evaluations. I will continue to support the Army's commitment to provide programs and services that improve Army readiness.

60. If confirmed, what specifically would you do to provide Army families with accessible, high-quality childcare, at an appropriate cost?

Answer: I recognize that finding accessible, quality child-care remains a critical issue for military families. If confirmed, I will commit to developing a multipronged approach that addresses the challenges in staffing, limited on-installation spaces, and fee assistance in local communities. The Army will continue to focus on staffing processes, building on the successes we have had in implementing a provisional hiring authority, and implementing a tool to facilitate transfer of staff across installations. The Army will continue rigorous management of space available patrons to ensure higher priority patrons are able to obtain needed child-care. The Army is exploring ways of expanding the on-post family child care program and is working with OSD and the other Services on a pilot to increase availability of accredited child care providers in the community.

61. What has the Army done to address soldier and family member concerns regarding the untenable living conditions prevalent in certain privatized housing locales?

Answer: The Army is committed to providing Soldiers and their Families with safe, quality housing and have initiated the following actions:

- Empowered commanders with defined roles and responsibilities
- Implemented annual walk-throughs or visits by housing office staff if the house does not undergo change of occupancy;
- Temporarily delegated approval authority for incentive fee payments to the Commander, Army Materiel Command while also updating the performance incentive fee plans to align with customer service and work order responses.
- Increased staffing by 114 personnel in Army housing offices to adequately perform additional quality assurance / quality control;
- Deployed a rapid response registry which includes data collected from all who have health concerns reported as related to environmental issues;
- Increased frequency of the Army-funded resident satisfaction survey to twice annually; and
- Supported GAO, DoD IG, and Army audits on environmental and safety hazards in privatized and Army-owned/leased housing.
- Expedited the Recapitalization plan.

Future actions include:

- Completing analysis of visit/inspection assessments; developing installation-by-installation strategy and action plan to address maintenance work orders trends;
- Implementing installation-specific action plans to address concerns raised by residents in the bi-annual resident satisfaction survey; and
- Incorporating resident feedback into the tenant “Bill of Rights”, and incorporating the tenant “Bill or Rights” into a universal lease.
- Developing enhanced training for commanders and their staffs on how to effectively oversee the privatized housing operating on their installations.

62. If confirmed, what specifically would you do to establish accountability in the Army for sustaining the high quality housing that soldier and their families deserve?

Answer: The safety of our Soldiers and their Families is paramount. In addition to further investigating and mitigating any indication of environmental hazards, the Army is working with the privatized housing companies on additional items for resident satisfaction. If confirmed, I will ensure the Army, in concert with the other Military Departments, finalizes a tenant “Bill of Rights” this calendar year. Additionally, the Army is working with each Residential Communities Initiative (RCI) company to identify and make targeted investments of project funds to replace older homes. We are developing new metrics to assess RCI company

performance and customer satisfaction and apply these metrics as the basis for revised/reformed incentive fee structures that will better align compensation paid with the quality of housing delivered. For Army-owned inventory, we have action plans to eliminate any housing in poor or failing condition by 2021 and to increase infrastructure sustainment funding to meet 95% of the requirement by 2025.

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

Answer: If confirmed, I would ensure the solutions being discussed not only correct the issues but provide an enduring solution, so I have not ruled anything out. If confirmed, I would support the Army’s efforts to adopt incentive fee performance metrics that more closely align customer service and work order completion to the award of quarterly incentive fees for property management – this is the area with the most direct impact on our Soldiers and Families. Our current agreements allow replacement of property management companies that are not performing. If changes to the incentive fee structure do not deliver the results we expect, I will not hesitate to pursue replacing property management companies that do not perform. Additionally, the Army, in cooperation with the RCI project companies, is considering ways to enhance accountability and improve oversight at each echelon.

Training/Readiness:

64. How would you assess the current readiness of the Army—across the domains of materiel and equipment, personnel, and training—to execute the 2018 NDS and Combatant Commanders’ associated operational plans?

Answer: Global demand for Army forces remains high, but because of Congressional support and Army Senior Leader focus, the Army has more units, more ready, more often, than at any time in the last three years. Ready units across the Regular Army increased by nearly 13% from September 2016 to August 2019 and reserve components have been sufficient to fulfill operational demands. Our core warfighting readiness to defeat a near-peer adversary has improved, but we must continue to modernize, grow responsibly, and align efforts in support of the National Defense Strategy.

65. In your view, what are the priority missions for which *current and future* Army forces should be trained and ready in the context of day-to-day activities, as well as for contingencies?

Answer: The Army’s priority missions for which *current and future* forces should be ready are defense of the homeland, large-scale combat operations against near-peer adversaries listed in the National Defense and Military Strategies, and the continued disruption of Violent Extremist Organizations. The future Army must be prepared to conduct multi-domain operations in a degraded environment where critical communication, command, and control are not assured.

66. What is your assessment of the risk the Army has accepted in regard to its readiness to execute operational plans in furtherance of the 2018 NDS?

Answer: Since 2017, the Army has made great strides in improving our readiness for large scale combat operations and has achieved balance between large-scale contingency operations and counter-terrorism. The Army is investing in unit level readiness and modernization efforts to reduce assessed risk associated with the mobilization and power projection enterprise. Current efforts are focused on aligning these investments with NDS-priority missions in multiple theaters.

67. If confirmed, how would you oversee compliance by the Army with your timelines to ensure that readiness goals are met?

Answer: If confirmed, I would continue to use the framework provided by the Army Vision and The Army Strategy to guide Army readiness goals and timelines. These mechanisms, along with collaboration with OSD and the Joint Staff, will help us provide the capabilities to meet global demand. I would also continue to resource training readiness as my number one priority and I would use the Army Campaign Plan as the mechanism to make short-term adjustments and ensure compliance with readiness requirements. The Army Campaign Plan synchronizes and integrates other Army decision processes to identify problems, drive solutions, and assess progress.

68. If confirmed, how would you prioritize maintaining readiness in the near term, with modernizing the Army to ensure future readiness?

Answer: If confirmed, I would continue the Army Strategy to rebuild readiness for large-scale combat operations before shifting priorities. In the near-term, this means the Army will prioritize efforts to provide ready and lethal forces organized, trained, and equipped for prompt and sustained ground combat in war and other contingency operations. If confirmed, I would simultaneously continue the work to achieve the Army Vision by 2028 by modernizing the Army to deploy, fight, and win decisively in multi-domain operations against any adversary, anytime, and anywhere. I would sustain readiness while modernizing the Army for future readiness by:

- continuing to maximize throughput at the Combat Training Centers;
- providing sufficient resources for home station training; and
- executing an aggressive emergency deployment readiness exercise program, and modernizing the training environment to realistically portray the operational environment.

69. What is your understanding and assessment of the methods currently used for estimating the funding needed for the maintenance of Army equipment, particularly aircraft and combat vehicles?

Answer: Our experts in headquarters and Army Materiel Command work together to formulate and validate our requirements using the Sustainable Readiness Model, which is aligned with the National Defense Strategy. They assess several factors like historical data, force structure changes, and service life and age of equipment. The process allows us to make sure our high-priority readiness needs are met, but also to make sure we can execute the funding we request so we ensure good stewardship of taxpayer dollars. It is a delicate balance, and the increases we have shown in equipment readiness and our on-track status to meet readiness goals for FY22, show this process is yielding accurate budget estimates adequate for our requirements and in balance with other priorities.

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

Answer: We are on track to reach our readiness goals for FY22. We have made strategic choices to defer some of our less critical, less urgent needs, and we are basing our depot inductions on those readiness driver systems. Our high priority requirements for equipment and materiel readiness will continue to be included in our budget requests. For example, our FY20 budget request will fund requirements driven by the sustainable readiness model including RECAP on 18 UH-60s, Stryker Double V-Hull overhaul, and overhaul on Opposing Surrogate Vehicles to improve fleet readiness for the National Training Center rotations.

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

Answer: Maintaining materiel readiness is critical to overall Army and unit readiness. We have focused our efforts on key readiness drivers like M1A2 tanks, M109A7 Paladins, Bradley fighting vehicles, Howitzers, and Apaches to build equipment readiness for our focused readiness units, which has improved.

We are proactively attempting to reduce depot maintenance backlog and carryover workloads and are applying our resources to the highest priority and focused readiness unit requirements first. We have had to make strategic decisions to defer maintenance on some equipment and have worked to mitigate that deferral through providing additional resources to units for field maintenance. We are also working to increase our repair cycle float program which will allow us to improve readiness levels as we bring readiness driver equipment in the field to the depots for maintenance. These efforts are helping us maintain an acceptable level of readiness to balance our maintenance requirements with other requirements like modernization.

72. In your view, is the Army's continued receipt of OCO funding necessary to ensure all equipment is reset?

Answer: Yes. Overseas Contingency Operations (OCO) reset funding must continue as long as we have forces deployed in support of global operations, and for three years after the cessation of an operation. Although OCO reset requirements have declined significantly as we've drawn down efforts, any deployment for global operations will require OCO funding to ensure

equipment is returned to a fully ready state.

Munitions:

73. If confirmed, what steps would you take to ensure the Army has sufficient inventories of munitions to meet combatant commanders' needs?

Answer: If confirmed, I would continue to support efforts already underway that have helped significantly to increase joint munitions readiness over the past two years. Efforts like realigning funding and maximizing unused capacity in the munitions industrial base have improved inventory levels, and we have worked with our industry partners to increase production and procurement for critical munitions. Initiatives like stockpile reliability programs and shelf life extension programs have helped us ensure current stocks meet the appropriate standards, reducing the burden on new production and procurement.

74. Are the Army's energetic ammunition depots capable of supporting the munition requirements?

Answer: The depots are in most cases capable of supporting joint munitions requirements, and there are ongoing efforts to continue improving those facilities. The energetics ammunition plants are being renovated and improved and Holston's Army Ammunition Plant facilities are in the process of modernizing and increasing the capacity of explosive energetics (RDX, HMX and IMX) to meet the joint munitions requirements. Radford Army Ammunition Plant is working to replace its propellant lines, to include supporting infrastructure.

Operational Energy:

75. If confirmed, how would you lead the Army in harnessing innovations in operational energy and linking them with emerging joint operational concepts?

Answer: If confirmed, I will work to ensure that the Army develops, adopts, and adapts cutting edge technologies to ensure the greatest warfighting capabilities, and will coordinate these efforts across the Joint Force to improve interoperability and to reduce costs. This includes operational energy – which powers the vehicles and systems we use to win wars and also drive the logistical tail of which we are ever mindful.

76. In what specific areas, if any, do you believe the Army needs to improve the incorporation of energy considerations into the strategic planning processes?

Answer: The Army must plan for energy (fuel, electricity) and water vulnerabilities both at installations and while conducting operations. If confirmed, I will ensure the Army guards against vulnerabilities through reducing consumption, duplicative means of production, and protection of critical infrastructure.

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

Answer: Energy must be a prime consideration from the beginning of the acquisition process. Many of the Army's legacy systems were designed, developed, and fielded in an era when the Army assumed an uninterrupted supply of energy. That supply is no longer guaranteed, and newer systems have higher power requirements. The Army must design future systems such that they make the most effective use of the energy they consume.

A key performance parameter focused on energy supportability is crucial to identify energy challenges within combat systems and to work potential solutions, whether technological or behavioral. If confirmed, I will commit to strengthening the process for assessing the energy impacts of future weapons system acquisitions.

78. If confirmed, how would you prioritize energy resilience, including acquiring and deploying sustainable and renewable energy assets, to support mission critical functions, and address known vulnerabilities?

Answer: If confirmed, I will provide continued focus on both operational and installation energy resilience. I will continue ongoing efforts to reduce Soldiers' energy-associated risks and vulnerabilities while improving combat effectiveness. This includes actions underway to improve the lethality of weapon systems and develop and adopt more efficient and effective approaches to energy storage, distribution, power conversion, and energy utilization.

Environment:

79. If confirmed, how would you ensure that the Army complies with environment protection laws, regulations, and guidance from the Environmental Protection Agency?

Answer: If confirmed, I will work to ensure the Army's investment in environmental compliance is maintained at appropriate levels to comply with state and federal laws and regulations for the continual protection of human health, safety, and the environment.

80. What are your ideas for improving collaboration 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 Army installations?

Answer: If confirmed, I pledge that the Army will continue to work closely with the Department of Interior and the U.S. Fish & Wildlife Service to remain stewards of our Nation's natural resources, while maintaining sufficient land to train for Army's warfighting missions.

81. If confirmed, how would you further efforts to address PFOS/PFOA contamination at Army installations?

Answer: If confirmed, protecting Soldiers, Families, and surrounding communities’ drinking water impacted by Army activities we be of primary importance. No drinking water containing PFOS/PFOA above the EPA Lifetime Health Advisory level is being consumed at Army installations. We will continue to monitor and investigate as appropriate and work transparently with all stakeholders and the OSD PFAS Task Force.

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

Answer: If confirmed, I will ensure the health of our Soldiers, Civilians, and Family members remains the highest priority and advocate for quick solutions whenever we discover conditions or harmful contaminants that may have an adverse impact on health.

Readiness and Resource Impacts from Extreme Weather:

83. How would you assess the readiness and resource impacts on the Army from recent extreme weather events?

Answer: Army installations and their critical missions in multi-domain operations—such as power projection, force mobilization, and command and control—rely on commercial utilities for energy and water. Vulnerabilities associated with interdependent electric power grids, natural gas pipelines, and water resources and systems often jeopardize installation security and mission capabilities. Over the last two years, four Army installations have conducted energy resilience readiness exercises—i.e., “unplugging exercises” that simulate a grid outage—and more such exercises are being planned; these exercises have revealed important opportunities to strengthen readiness through more resilient energy and water systems.

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

Answer: Yes. Army readiness begins on installations in the strategic support area. As threats ranging from extreme weather to cyberattacks, and the way we fight evolves in the multi-domain operations, we must continue to build and maintain resilient infrastructure. This not only includes redundant supply and assured access, but also more advanced technologies such as microgrids – like the one we are constructing at Fort Campbell. Our installations must be ready to ensure our Soldiers are properly trained and can be deployed anywhere in the world to fight and win our nation’s wars.

Audit Readiness:

85. If confirmed, what specific actions will you take or direct to achieve better outcomes than past initiatives intended to improve overall Army auditability?

Answer: Audits require organizations to look at themselves. As such, they require leaders to embrace the process to make the audit a useful tool to better understand the health of an organization. Without leader involvement to make the audit part of the culture, and a commitment to use the results of the audit to drive improvement, the audit will be pointless. Data is the foundation for the analysis needed to make difficult business decisions and maximize limited resources. In FY19, the auditor conducted one hundred sixty-eight site visits and walkthroughs, with the Army responding to approximately 5,000 requests for material and approximately 12,000 samples. There are 429 auditor findings within 14 material weaknesses that divide into four categories. Auditors indicated the Army is improving its financial management environment and making progress towards achieving an opinion for Working Capital Fund in 2020 and General Fund in 2022. If confirmed, I will continue to support this effort to ensure our accounting practices are consistent with today's standards and I will drive the Army audit through reform, governance, and accountability. I will continue to increase accountability throughout the entire Army to ensure the mission of obtaining a clean audit opinion is met and that the American taxpayers' dollars are funding a financially efficient and effective Army.

Army-related Defense Industrial Base:

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

Answer: This summer we completed the Organic Industrial Base Infrastructure Master Plan which identifies and prioritizes modernization projects over the next 20 years and forecasts opportunities to strengthen the industrial base. This plan lays out critical upgrades to our facilities and infrastructure throughout our industrial base, ensuring our facilities can improve in critical areas required to support the needs of the future Army.

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

Answer: The industrial base is critical to our national security, and it is important for the Army to carefully consider industrial base impacts when formulating requirements for recapitalization and modernization. The Army wrote its modernization strategy to highlight its signature systems. We are aligning the Army's signature systems to open opportunities to ensure the continued viability of the organic industrial base. The Army, however, must cross-level work so the industrial base remains healthy. It is equally important to safeguard our commercial industrial base by providing stable and predictable supply chain management and production.

88. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is

adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?

Answer: If confirmed, I would continue with the Army's pursuit of the Organic Industrial Base Infrastructure Master Plan. I am confident this long-term strategic effort will help ensure a modern, ready, and relevant organic industrial base to support the National Defense Strategy in partnership with the commercial industrial base.

Equipping/Modernization:

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

Answer: For decades, the Army has struggled to deliver timely new weapon systems. In the last two years, the Army has implemented a dramatic restructuring of its modernization enterprise to bring unity of effort and unity of command under one roof. This started with a set of investment priorities and it included all acquisition leaders to inform decision-making and reduce the span time. In just 18 months, we have decreased the cycle time to develop requirements by years for complex weapon systems. 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 ensure our acquisition process keeps pace with the modernization efforts of our near-peer adversaries and the speed of technological advances.

90. How has Army Future's Command contributed to Army modernization? What role do you expect the Command to play going forward?

Answer: Army Futures Command has set the strategic direction and is integrating the Future Force Modernization Enterprise. Army Futures Command, in partnership with ASA(ALT), successfully aligned resources to the six Army modernization priorities and aligned the S&T portfolio to gain accountability for modernization solutions. Army Futures Command accelerated the requirements process, increased prototyping, involved Soldiers early and often, and fused all stakeholders through cross-functional teams to solve problems.

The MDO concept integrates the materiel solutions to the six Army Modernization Priorities within the larger modernization framework to ensure that, upon fielding, these material solutions are immediately capable of increasing lethality.

91. If modernization is fundamental to future readiness, what must the Army be ready for? What key capabilities must the Army possess for multi domain operations?

Answer: War with a near-peer competitor will require us to fight and synchronize across all domains, to include space and cyber. The Army must possess the capabilities it is currently addressing through the Army's six modernization priorities. The Army's six modernization priorities are realized through Cross Functional Teams delivering materiel solutions, enabling the multi-domain operations (MDO) concept.

92. If confirmed, will you continue to support the Army's six identified modernization priorities? Do you believe the Army's modernization priorities should be modified? If so, how would you propose to modify them?

Answer: I support these priorities as firmly as I did two years ago when we first established them. The operational environment will continue to rapidly change, and our Army must modernize accordingly. The Army's six modernization priorities address capability gaps that will allow us to refocus our efforts on great power competition, as outlined in the National Defense Strategy.

93. What is your understanding and assessment of the following research, development, and acquisition programs? Are the programs within projected cost, schedule, and performance criteria?

Answer:

a. Strategic Long Range Cannon: The Strategic Long Range Cannon is an S&T program independent of the other listed programs that follow. The Strategic Long Range Cannon will provide a surface to surface strategic fires capability to complement a Long Range Hypersonic Weapon to deliver a projectile at strategic ranges. Initial ballistic testing begins in FY19, with full technology demonstration in FY23 and first unit equipped occurring in FY25. The Long Range Hypersonic Weapon will leverage a common hypersonic glide body and the Navy's 34.5" booster. Testing will begin in FY21 with prototype fielding in FY23.

b. The following programs are projected to be within cost, schedule, and performance:

(1) Precision Strike Missile: The Precision Strike Missile (PrSM) is the replacement for the current ATACMS missile and will provide significant range increase and volume. Flight tests begin 1QTR FY20 with two contractors providing prototype missiles to proceed quickly to a limited qualification to field a baseline capability in 1st Quarter FY23. The Cross Functional Team plans to spiral additional missile capabilities (moving target, advanced navigation, enhanced lethality, extended range) within 3-5 years after fielding the base missile.

(2) Extended Range Cannon Artillery: Extended Range Cannon Artillery (ERCA) expands the current Paladin artillery system providing significant range increase and lethality overmatch with munition enhancements. Using Section 804 authorities (for rapid prototyping for both armament and ammunition) provides the ability to field ERCA capabilities in FY21, and then

incrementally increase system and munition lethality, rate of fire, and crew protection (70km and 10 rounds/minute respectively) with the inclusion of an autoloader, beginning in FY23.

(3) Optionally Manned Fighting Vehicle: This program replaces the Bradley Fighting Vehicle, with first unit equipped 1st Quarter of FY 2026. It will include technologies to regain the lethality, mobility, power, and protection necessary for Armored Brigade Combat Teams to safely maneuver Soldiers to a positional advantage on the battlefield. Army Senior Leaders and industry partners have been extensively involved in the development of the vehicle's requirements.

(4) Robotic Combat Vehicle: This program has three variants – Light, Medium, and Heavy Vehicles – that will deliver decisive lethality, increased situational awareness, and formation overmatch in a future multi-domain battle operational environment. The first of three Soldier operational experiments is 3rd Quarter FY20. The Robotic Combat Vehicle will achieve First Unit Equipped status in FY29. The Army has a detailed experimentation program between FY20-23 to inform future fielding requirements. The Army will make its first Robotic Combat Vehicle acquisition decision in FY23 based on autonomy and lethality technology maturity.

(5) Armored Multi-Purpose Vehicle: The Armored Multi-Purpose Vehicle provides Armored Brigade Combat Teams with modern General-Purpose, Mortar Carrier, Medical Evacuation, Medical Treatment, and Mission Command vehicles that can move at the pace of next generation combat vehicles and is able to incorporate future technologies. The Armored Multi-Purpose Vehicle is currently in Low Rate Initial Production and operating within cost/schedule/performance parameters. Armored Multi-Purpose Vehicle will achieve First Unit Equipped status in 2021 by fielding an equipment set to an Armored Brigade Combat Team.

(6) Mobile Protected Firepower: The Mobile Protected Firepower will provide Infantry Brigade Combat Teams with a protected capability to apply immediate, lethal, and sustained long-range direct fires. The Mobile Protected Firepower is designed to engage armored vehicles, hardened enemy fortifications, and dismounted personnel. The program is now in the Rapid Prototyping phase with Prototype Deliveries from two vendors beginning in the 2nd Quarter of FY20.

(7) Joint Light Tactical Vehicle: The Joint Light Tactical Vehicle (JLTV) is a joint Army and Marine Corps program, which consists of a Family of Vehicles that can perform numerous key mission roles as it fills a gap in today's light tactical vehicle fleet. The JLTV family of vehicles is designed to restore payload and performance that were traded from light tactical vehicles to add protection in recent conflicts, giving commanders an improved protected mobility solution and the first vehicle purpose-built for modern battlefield networks. The JLTV program remains on schedule and on budget to replace a significant portion of the Army's High Mobility Multipurpose Wheeled Vehicle fleet. The program had a successful Full-Rate Production decision in June 2019 based on successful Multiservice Operational Test and Evaluation (MOT&E).

(8) Future Attack Reconnaissance Aircraft: The fair and open competitive Other Transaction Authority approach for Future Attack Reconnaissance Aircraft preserves competition equal to or greater than what the Army experiences in traditional acquisition programs of this level. The program solicits industry innovation through a series of competitive selections over the course of six years. Ahead of schedule, the Army awarded five initial Future Attack Reconnaissance Aircraft design contracts in April 2019. No later than March 2020, the Army will select two vendors for final design and competitive prototypes. November 2022 is the target date for the prototypes to first take flight followed by a year-long flight demonstration competition in 2023. By 2024, the Army will decide whether or not to buy one of the prototype designs, with fielding to combat units to follow. The Future Attack Reconnaissance Aircraft Competitive Prototype program goal is to reach Milestone C in 2028 and First Unit Equipped in 2030.

(9) Future Unmanned Aircraft Systems: Future Unmanned Aircraft Systems are purpose built, runway independent systems that are survivable and resilient in contested airspace. The systems may include lethal and non-lethal effects able to strike diverse targets inside adversary integrated air defenses. Technology in Future Unmanned Aircraft Systems are platforms currently available and/or ready for fielding, where technology for Advanced Unmanned Aircraft Systems are platforms and/or methods Unmanned Aircraft Systems has yet to reach technology maturity and/or design. In support of the Future Unmanned Aircraft Systems effort, the Army down-selected to four vendors in July. Three vendors will be contracted to field two sets of equipment each and provide them to six BCTs for capabilities demonstration in FY20. In the Advanced Unmanned Aircraft Systems effort, Air Launched Effects requirements documents are currently in early draft stages; a draft capability document was developed and staffed to prepare for the Army Requirements Oversight Council.

(10) Future Long Range Assault Aircraft: Completion of the Analysis of Alternatives this Fiscal Year and substantial progress of the Joint Multi-role Technology Demonstrator present a tremendous opportunity to re-assess and accelerate the Future Long Range Assault Aircraft approach using the knowledge and experience gained from the aforementioned efforts. Analysis of Alternatives for Future Long Range Assault Aircraft was completed 2Q FY19 and currently drafting the Capability Development Document to reach a Milestone A decision in FY21. Projected timeline for Future Long Range Assault Aircraft will award technology maturation and risk reduction contracts in FY23, reach Milestone B in FY26, and Milestone C in FY30. An approval to accelerate Future Long Range Assault Aircraft acquisition strategy is still pending.

(11) Modular Open System Architecture: The Future Vertical Lift Modular Open System Architecture (MOSA) is a comprehensive architecture strategy utilizing digital modeling across the Army Aviation fleet. All future aircraft will feature a MOSA that will enable continued current system updates and/or upgrade to new future aviation systems. The effort will culminate in a capstone science and technology demonstration awarded to several vendors that will investigate and validate open system architecture enablers. The Mission Systems Architecture Demonstration 1547 (MSAD) capstone will be complete in FY21.

(12) Unified Network: The Unified Network will establish a multi-path, available, reliable, and resilient network that ensures seamless connectivity in any operationally contested environment because the Army requires assured network transport in a contested environment against a peer adversary. The Unified Network will leverage advancements in space, networking algorithms, dynamic spectrum allocation, cloud computing, and Artificial Intelligence to enable assured network transport, simplified network management, and rapid decision making.

(13) Common Operating Environment: This effort will provide a simple, intuitive, single common operating picture through a single mission command suite operated and maintained by Soldiers. Commanders must be able to execute distributed Mission Command and make rapid, knowledge-based decisions (Observe, Orient, Decide and Act). This effort focuses on a common operating environment incorporating map-based mission planning and real-time battlespace sensors (e.g., Electro-Magnetic Spectrum, environmental conditions, infrastructure integrity, subterranean activity, 3D mapping of the battlespace, etc.), all geo-referenced for enhanced situational awareness/understanding and rapid decision making. The objective being a coordinated, integrated, geo-referenced common operating environment to provide situational awareness and understanding for commanders and Soldiers at all echelons, incorporating data input from multiple and emerging sources.

(14) Command Post Mobility/Survivability: This effort enables Commanders to lead and fight in their formations from anywhere they choose. Ensure command posts' deployability, reliability, mobility, and survivability. Command Posts must be mobile and survivable in dynamic, lethal combat environments. Platforms must be capable of rapidly emplacing or displacing with integrated protection and signature reduction. Command Posts must be increasingly expeditionary and employ distributed mission command.

(15) Maneuver – Short Range Air Defense Artillery: This program will reach First Unit Equipped by equipping one platoon with four interim solution vehicles in FY21. Maneuver – Short Range Air Defense Artillery will reach interim operating capability (IOC) with the enduring, directed energy solution in FY24. The Army intends to field initial Maneuver – Short Range Air Defense Artillery capability of 144 systems to four battalions beginning in fiscal year 2021 followed by an enduring capability for additional battalions. The system integrates a turret with multiple selectable effectors integrated onto a Stryker A1 vehicle. The first competitively acquired prototypes are starting weapon system integration with the vehicle at General Dynamics. These fieldable prototypes will be used for test, qualification, and first unit equipped. The enduring capability will include kinetic and directed energy effectors. The FY 20 budget includes requests to begin transition of the Multi-Mission High Energy Laser technology maturation initiative to a program of record.

(16) Indirect Fire Protection Capability: This program will achieve First Unit Equipped by fielding two batteries of Iron Dome in FY20 and will reach enduring IOC in FY23. The Army has contracted to purchase and will use two Iron Dome batteries as an interim Indirect Fire Protection Capability solution. Further experimentation and integration testing, in conjunction with the USMC, will enable Army evaluation to determine the best componentized configuration

for the enduring solution. The Army will evaluate the Iron Dome system's performance and the feasibility of integrating it with the Integrated Battle Command System to determine its viability as an Enduring Indirect Fire Protection Capability Increment 2 solution. The Army plans to use high fidelity digital models of the system components to assess the Iron Dome system's performance against Indirect Fire Protection Capability Increment 2 threats.

(17) Lower-Tier Air and Missile Defense Sensor: This program will reach First Unit Equipped by fielding four radars to one battalion by the end of FY22. The Lower-Tier Air and Missile Defense Sensor will down-select to a single vendor in FY19 and begin prototyping using other transaction authorities in FY20 to reach First Unit Equipped. Lower-Tier Air and Missile Defense Sensor will provide significant improvement over current PATRIOT radar enabling incremental growth. Based on assessments of available technologies and industry's ability to rapidly deliver an affordable functioning radar system, the Army may employ an incremental approach to fielding a 360-degree capability over time. A "Sense-Off" was conducted in 3rd Quarter FY19 to ensure a full, fair, and open competitive environment for all potential industry participants. The Sense-Off will help the Army identify current and available technology and inform future growth potential.

(18) Next Generation Squad Weapon-Rifle & Automatic Rifle: This program consists of four sub-areas, the Automatic Rifle, the Rifle, ammunition, and Squad Fire Control. Under current program milestones, the Next Generation Squad Weapon-Rifle & Automatic Rifle will achieve First Unit Equipped in FY22. The Army will select rapid prototyping vendors in FY20, select a system in FY22, and complete fielding to the close combat force in FY28. Next Generation Squad Weapon capitalizes on advancing technologies to increase performance at range, integrate squad fire control systems, improve ergonomics, leverage lightweight case technologies, suppress signature, and integrate powered rail designs. The Automatic Rifle will replace the Squad Automatic Weapon and the Rifle replaces the M4A1 in the Close Combat Forces. Next Generation Squad Weapons are in the Middle Tier Acquisition/Rapid Prototyping phase and if funding is restored will remain on track for a First Unit Equipped in 4th Quarter FY22.

(19) Integrated Visual Augmentation System: The Integrated Visual Augmentation System will provide a single integrated digital, low profile, conformal day/night device that allows Soldiers and Squads to Fight, Rehearse, and Train in any operational environment. In addition to battlefield use, Integrated Visual Augmentation System will deliver an unparalleled capability to rehearse and train utilizing the Synthetic Training Environment. It will replace the existing night vision devices in the close combat force. Integrated Visual Augmentation System is in the Middle Tier Acquisition/Rapid Prototyping phase delivering four capability sets over 24 months which started on November 20, 2018. The Other Transaction Authority process enables immediate rapid prototyping, an adaptive requirements drafting process, and sufficient flexibility and oversight to manage risk. For Integrated Visual Augmentation System, use of an OTA provides two distinct advantages. First, it initiates movement through a Statement of Objective and evolves system requirements in-stride with prototyping based on user feedback and real-time updates of operating concepts and doctrine. Second, the process provides the ability to rapidly iterate using an agile software and hardware design methodology not supported by the standard

Federal Acquisitions Regulation process.

(20) Enhanced Night Visual Goggles-Binoculars: Initial Enhanced Night Visual Goggles-Binocular fielding will occur this fiscal year (September 2019), attaining an Acquisition Milestone C decision to enter low-rate initial production in FY21 and a full-rate production decision in FY22. Enhanced Night Visual Goggles-Binoculars will achieve First Unit Equipped for the full combat solution in FY22. These goggles provides the close combat force increased combat capability through improved situational awareness, mobility, and lethality. It is the first heads-up-display for the dismounted force, providing a day/night capable system that wirelessly integrates with the thermal weapon sight and NET Warrior. The goggles will replace existing night vision devices assigned to the close combat force.

94. Do you see utility in the Army conducting more joint program development, particularly in the area of helicopters and unmanned systems?

Answer: Yes. Service cooperation is very important to the Army and we will continue development efforts with the other Services where requirements and timelines for fielding align. The Army is currently working with the Navy/Marine Corps on Future Vertical Lift aircraft, Future Long Range Assault aircraft (FLRAA), and we are also looking at what the other Services and Special Operations Command are developing in the area of unmanned aerial vehicles to see what we can leverage to meet our requirements. I personally believe the most successful programs are of joint interest because they bring economies of scale and the exchange of information. The leader-follower model has worked extremely well. The Army's development of the Blackhawk, for example, resulted in the Navy adopting the platform, but modifying it to meet its requirements. The Army and the Navy are currently collaborating on the development of hypersonics, though how each service will employ the weapon will differ.

Acquisition:

95. If confirmed, how would you synchronize your acquisition-rated responsibilities with those of the Chief of Staff of the Army?

Answer: The Service Secretaries and Service Chiefs play critical roles in ensuring successful acquisition outcomes by integrating requirements and resourcing efforts with acquisition strategies. For the last two years I have enjoyed a strong working relationship with GEN McConville and, if confirmed, I will work with him to review and assess program objectives at key program milestones, to ensure that requirements tradeoffs are made among cost, schedule, technical feasibility, and performance, and to ensure that program cost and schedule estimates are realistic and achievable.

96. If confirmed, what role would you assign to the Chief of Staff of Army for delivering acquisition programs on time and on budget?

Answer: As the Chair of the Army Requirements Oversight Council, the Chief of Staff

approves program requirements. The Chief must also concur in program tradeoffs and requirements at Milestones A, B, & C before a program may proceed. Throughout this process, the Chief must ensure appropriate tradeoffs are made to prevent cost growth and mitigate program risks. For all active Major Defense Acquisition Programs (MDAPs), the Service Secretary and Chief of Staff must certify to Congress that program requirements are stable and funding is adequate to meet cost, schedule, and performance objectives. If confirmed, I will work closely with and support the Chief of Staff in the execution of acquisition oversight.

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

Answer: The responsibility for large-scale acquisition failures rests with the Service Secretaries and Service Chiefs. If confirmed, I will prioritize and work closely with the Army Chief of Staff to conduct rigorous review of acquisition programs to prevent failures and cost overruns.

98. Do you perceive benefit to the Army in establishing major acquisition programs under Section 804 authority? What are the risks? Please explain your answer.

Answer: The Army appreciates and is implementing the Middle Tier Acquisition authority (Section 804) Congress has provided. There is benefit in having major acquisition programs leverage the streamlined nature of Middle Tier Acquisition. For example, it allows for earlier prototyping, ensuring a more mature and stable design earlier in the process. This flexibility allows for a much better requirement that is informed by experimentation and enables the requirements and acquisition communities to work closely in a streamlined fashion.

As with any acquisition program, there is risk to cost, schedule, and performance. The risk, however, can be managed by dedicated senior leader involvement and oversight. The Army is still very early in the process of implementing Middle Tier Acquisition. Current efforts are focused on rapid prototyping, which is designed to ensure a more mature and stable design earlier in the process, thereby reducing risk.

99. What best practices can the Army employ to generate realistic and feasible requirements, particularly in sophisticated, rapidly-evolving technical areas such as cybersecurity, hypersonics, and artificial intelligence?

Answer: Army Futures Command's (AFC) objective is to provide unity of effort and unity of command through integrating the Army's requirements and technology development communities within one command. AFC establishes a formal relationship with the stakeholders of the modernization enterprise. AFC is leveraging commercial innovation, partnership with academia, cutting edge science and technology, prototyping, and warfighter feedback. A best practice is to co-locate innovators with the customer. AFC, for example, is establishing Army footprints on academic institutions, such as AI at Carnegie Mellon, cyber at Middle Georgia State, and hypersonics at Wichita State.

Test and Evaluation:

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

Answer: It is appropriate to procure weapons and other equipment that have not been demonstrated through test and evaluation when there is an urgent need by forces operating in a contested environment to protect lives and the mission, such as in response to a Joint Urgent Operational Need Statement (JUONS) signed by the force commander. The mine resistant ambush protected (MRAP) vehicle is a prime example of rapid acquisition in response to an urgent operational need. The urgency of the need required risks to get the capability into warfighter's hands. Risks, however, were mitigated because development used proven technologies and requirements were kept to a minimum. The test community conducts safety testing for Soldier safety, and provides a capability and limitations report on what has been observed about the system effectiveness, suitability, and survivability while performing safety tests. If confirmed, I would weigh the risk of using a safe system that may meet only part of the solution to help our Army execute mission and protect lives, against a given threat.

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

Answer: There is a need for the role of the test and evaluation community to be involved as early as possible during system requirements and concept design and development to create testing focus on the critical elements at reduced cost and time. When the Army stood up Futures Command and the eight Cross Functional Teams, we included assets from the test community to ensure T&E issues were addressed early in the requirements development process. The Army Test & Evaluation Command is working in direct support of AFC, but importantly, retains its role as an independent voice to Army Senior Leaders. User involvement will be pushed left to obtain critical insights earlier. Operational testing, including cybersecurity, will be focused on continuous evaluation rather than very large episodic events. If confirmed, I would optimize the processes involved in delivering timely information about our programs and work to ensure we can leverage information faster while still maintaining the necessary due diligence that Army programs require.

102. Are you satisfied with Army test and evaluation capabilities? In which areas, if any, do you feel the Army should be developing new test and evaluation capabilities?

Answer: I am satisfied with Army test and evaluation capabilities, but as we develop new weapons, we need to invest in our ranges and infrastructure to meet the demands of our new weapons' capabilities. The current Army Test and Evaluation provides an excellent basis for test of existing capabilities and their evolutionary development. New Capabilities need to be developed for emergent revolutionary technologies such as AI and hypersonics. If confirmed, I will ensure that the Army's Acquisition Executive and the senior leaders of the test and

evaluation enterprise periodically validate the adequacy of the Army's test and evaluation infrastructure to support the Army Modernization Strategy and Futures Command initiatives.

103. Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements? Would this put capabilities into the hands of soldiers more quickly, in your view?

Answer: Yes to both parts because the Army ought to take advantage of existing technologies and capabilities that meet requirements. For example, the Army is pursuing low earth orbit satellite capabilities to support improved position navigation and timing, and terrestrial communication systems to provide redundant systems that assure and optimize communications and surveillance capabilities.

Congressional Oversight:

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

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

Answer: Yes.

105. Do you agree, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner?

Answer: Yes, if confirmed, I agree to accommodate in a timely manner all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

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

Answer: Yes.

107. Do you agree, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new

information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided?

Answer: Yes.

108. Do you agree, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request?

Answer: If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

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

Answer: If confirmed, I agree to accommodate all congressional requests for information by supplying the requested information to the fullest extent, consistent with applicable statutes and the U.S. Constitution.

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

Answer: Yes, if confirmed, I agree to protect DoD personnel from unlawful retaliation.