

**Advance Policy Questions for General Mark A. Milley, USA**  
**Nominee for Chief of Staff of the Army**

**Defense Reforms**

- 1. Do you see the need for modifications of any Goldwater-Nichols Department of Defense Reorganization Act of 1986 provisions?**

I do not currently anticipate the need to modify the Goldwater-Nichols Act of 1986.

- 2. If so, what modifications do you believe would be appropriate?**

I do not currently anticipate the need to modify the Goldwater-Nichols Act.

**Duties and Qualifications**

**Section 3033 of title 10, United States Code, establishes the responsibilities and authority of the Chief of Staff of the Army.**

- 3. What is your understanding of the duties and functions of the Chief of Staff of the Army?**

The Chief of Staff of the Army is the senior military advisor to the Secretary of the Army and the senior military officer of the Army. In addition to his role as an advisor, the Chief of Staff is responsible for the effective and efficient functioning of Army organizations and commands in executing their statutory missions. The Chief of Staff also performs the duties prescribed for him as a member of the Joint Chiefs of Staff under section 151 of title 10.

- 4. Assuming you are confirmed, what duties do you expect the Secretary of the Army to prescribe for you?**

If confirmed, I would serve as the senior military advisor to the Secretary of the Army and the senior military officer of the Army and all its components. I would expect the Secretary of the Army to assign me the following duties:

- (a) Preside over the Army Staff;
- (b) Transmit the plans and recommendations of the Army Staff to the Secretary of the Army and advise the Secretary of the Army on those plans and recommendations;

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- (c) Act as the agent of the Secretary of the Army in carrying into effect the plans and recommendations of the Army Staff that the Secretary of the Army has approved;
- (d) Perform other duties assigned by the President, Secretary of Defense or the Secretary of the Army;
- (e) Represent the Army in areas related to my functions and responsibilities, including to the public and the Department of Defense as the Army's military representative to appropriate Department of Defense councils;
- (f) Communicate and advocate for Army policies, plans and programs to external audiences, including Congress, interagency partners, foreign governments, nongovernmental organizations and the public;
- (g) Assist the Secretary of the Army in fulfilling his compliance functions, including directing the Inspector General to perform inspections and investigations as required; and
- (h) Assist the Secretary of the Army in the performance of the following acquisition related functions:
  - a. The development of requirements relating to the defense acquisition system;
  - b. The coordination of measures to control requirements creep in the defense acquisition system;
  - c. The development of career paths in acquisition for military personnel; and
  - d. The assignment and training of contracting officer representatives when such representatives are required to be members of the armed forces because of the nature of the contract concerned.
- (i) Serve as a member of the Joint Chiefs of Staff and provide independent military advice to the Secretary of Defense, Congress, National Security Council and the President. To the extent such action does not impair my independence in my performance as a member of the Joint Chiefs of Staff, I would keep the Secretary of the Army informed of military advice that the Joint Chiefs of Staff render on matters affecting the Army. I would inform the Secretary of the Army of significant military operations affecting his duties and responsibilities, subject to the authority, direction, and control of the Secretary of Defense;
- (j) Represent Army capabilities, programs, policy, and requirements in Joint forces;
- (k) Supervise the execution of Army policies, plans, programs, and activities and assess the performance of Army commands in the execution of their assigned statutory missions and functions; and
- (l) Task and supervise the Vice Chief of Staff, Army, the Army Staff and, as authorized by the Secretary of the Army, elements of the Army Secretariat to perform assigned duties and responsibilities.

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

I am privileged to have over 35 years of service in our Army, during which I have commanded at every level from Platoon to U.S. Army Forces Command including command of the 10<sup>th</sup> Mountain Division and the III Armored Corps. Of note, I had the honor to lead Soldiers in combat as a Captain and Major along with combat leadership as a Brigade Commander, Division Deputy Commander, and Corps Commander. With service in Special Forces and conventional units, as well as operational experience in a variety of contingencies around the globe, I have a comprehensive perspective of the Army, its processes and capabilities. My experience includes operations in the Sinai, Somalia, Panama, Haiti, the Balkans, Afghanistan, and Iraq, along with tours in Korea and Columbia. I have participated in Humanitarian Service, Peacekeeping, Peace Enforcement and multiple combat operations. During my most recent deployment, as the Commanding General of III Corps and ISAF Joint Command, I had the opportunity to apply the full range of Army, joint, combined and coalition capabilities in complex environments on my third tour in Afghanistan while commanding all the ground forces in combat and security force assistance operations. Additionally, I have considerable experience on the Joint Staff and Office of the Secretary of Defense Staff where I saw firsthand the importance of teamwork across the Department of Defense and working with Congress. Finally, as the Commanding General of U.S. Army Forces Command, I am responsible for the training and readiness of the entire U.S. Army's Operational Force based in the Continental United States, which includes most of the Army National Guard, U.S. Army Reserve and active component Regular Army – roughly about 70-80% of the Total Army. If confirmed, the combination of all of these assignments as well as the honor of serving closely with our dedicated Soldiers, will enable me to lead our Army as it meets our Nation's requirements in a complex world.

**6. Do you believe that there are actions you need to take to enhance your ability to perform the duties of the Chief of Staff of the Army?**

If confirmed, my tenure as Chief of Staff will be marked by continuous self-assessment of my ability to perform my duties. As I believe necessary, I will employ measures that will improve my ability to lead the Army. It is essential in this complex environment that we continue to learn and adapt to ensure that our skills remain current and able to meet our future challenges.

**7. What duties and responsibilities would you plan to assign to the Vice Chief of Staff of the Army?**

If confirmed as Chief of Staff of the Army, I would ensure the Vice Chief of Staff is responsible for providing me advice and assistance in the execution of my duties, specifically with regard to manpower and personnel; logistics; operations and plans; requirements and programs; intelligence; command, control and communications; and

readiness. I will review other duties and responsibilities for the Vice Chief of Staff of the Army as appropriate after discussions with him and the Secretary of the Army.

### **Relationships**

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

**a. The Secretary of Defense.**

The Chief of Staff of the Army must have a close working relationship with the Secretary of Defense. If confirmed, I will be responsible to the Secretary of Defense and his Deputy, through the Secretary of the Army, for the operation of the Army in accordance with the Secretary of Defense's guidance and direction. If confirmed, as a member of the Joint Chiefs of Staff, I will serve as a military adviser to the President, the National Security Council, and the Secretary of Defense as appropriate. I will cooperate fully with the Secretary of Defense to ensure that the Army properly implements the policies established by his office. In coordination with the Secretary of the Army, I will communicate with the Secretary of Defense in articulating the views of the Army.

**b. The Deputy Secretary of Defense.**

The Deputy Secretary of Defense performs such duties and exercises such power as the Secretary of Defense may prescribe. If confirmed, I will be responsible to the Secretary of Defense, and his deputy, through the Secretary of the Army, for the operation of the Army in accordance with the Secretary's guidance and direction. Also, in coordination with the Secretary of the Army, I will communicate with the Deputy Secretary in articulating the views of the Army. I will work closely with all to ensure that the Army is administered in accordance with the guidance and direction issued by the Office of the Secretary of Defense.

**c. The Under Secretaries of Defense.**

Acting on behalf of the Secretary of Defense, the Under Secretaries perform responsibilities that require them, from time to time, to issue guidance and instruction as approved by the Secretary of Defense—and in the case of the Under Secretary of Defense for Acquisition, Technology, and Logistics, direction—to the military departments. If confirmed, in coordination with the Secretary of the Army, I will communicate with the Under Secretaries in articulating the views of the Army. I will work closely with the Under Secretaries to ensure that the Army is administered in accordance with the Office of the Secretary of Defense's guidance and direction.

**d. The Chairman of the Joint Chiefs of Staff.**

The Chairman of the Joint Chiefs of Staff is the principal military advisor to the President, the National Security Council, and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman plans the strategic direction and contingency operations of the armed forces; advises the Secretary of Defense on requirements, programs, and budgets that the combatant command commanders identify; develops doctrine for the joint employment of the Armed Forces; reports on assignment of functions (or roles and missions) to the Armed Forces; provides for representation of the United States on the Military Staff Committee of the United Nations; and performs such other duties as the law or the President or Secretary of Defense may prescribe.

In conjunction with the other members of the Joint Chiefs, the Chief of Staff of the Army assists the Chairman in providing military advice to the President, the National Security Council, and the Secretary of Defense. If confirmed as a member of the Joint Chiefs of Staff, I will provide my individual military advice to the President, the National Security Council, and the Secretary of Defense. If confirmed, it would be my duty as a member of the Joint Chiefs of Staff to provide frank and timely advice and opinions to the Chairman to assist him in his performance of these responsibilities. If confirmed, and as appropriate, I will also provide advice in addition to or in disagreement with that of the Chairman. I will establish and maintain a close and professional relationship with the Chairman, and I will communicate directly and openly with him on any policy matters impacting the Army and the Armed Forces as a whole.

**e. The Vice Chairman of the Joint Chiefs of Staff.**

The Vice Chairman of the Joint Chiefs of Staff assists the Chairman in providing military advice to the Secretary of Defense and the President. If confirmed, it would be my duty as a member of the Joint Chiefs of Staff to ensure that the Vice Chairman receives my frank views and opinions to assist him in performing his responsibilities.

**f. The Chiefs of the Other Services.**

If confirmed, as a member of the Joint Chiefs of Staff, it would be my duty to engage in frank and timely exchanges of advice and opinions with my fellow Service Chiefs. I look forward to developing strong working relationships with these colleagues, if I am confirmed.

**g. The Combatant Commanders.**

The Combatant Commanders are responsible to fight our wars and conduct joint military operations around the world. Title 10, U.S. Code, Section 165 provides that, subject to the authority, direction and control of the Secretary of Defense, and subject to the authority of the Combatant Commanders, the Service Secretaries are responsible for administration and support of forces that are assigned to unified and specified commands. If confirmed, I will cooperate fully with the Combatant Commanders in performing these administrative and support responsibilities. I will establish close, professional relationships with the Combatant Commanders and I will communicate directly and openly with them on matters involving the Department of the Army and Army forces and personnel assigned to or supporting the combatant commands.

**h. The Army Component Commanders of the Combatant Commands**

The Army component commanders of the Combatant Commands exercise command and control under the authority and direction of the Combatant Commanders to whom they are assigned and in accordance with the policies and procedures established by the Secretary of Defense. The Combatant Commanders normally delegate operational control of Army forces to the Army Component Commander. The Secretary of the Army generally delegates administrative control of Army forces assigned to the Combatant Commander to the Army component commander of that Combatant Command. The Army Component Commander is responsible for recommendations to the Joint Force Commander on the allocation and employment of Army forces within the Combatant Command. If confirmed, I will cooperate fully with the Combatant Commanders and Army Component Commanders in performing these responsibilities.

**i. The Secretary of the Army.**

If confirmed, I will establish a close, direct, and supportive relationship with the Secretary of the Army. Within the Department of the Army, my primary responsibilities as Chief of Staff are to perform all duties assigned to me by the Secretary and to serve as the Secretary's principal military adviser. My responsibilities would also involve communicating the Army Staff's plans to the Secretary and supervising the implementation of the Secretary's decisions through the Army Staff, commands, and agencies. My actions would be subject to the authority, direction, and control of the Secretary. In my capacity as a member of the Joint Chiefs of Staff, I would also be responsible for appropriately informing the Secretary about conclusions reached by the Joint Chiefs of Staff and about significant military

operations, to the extent this would not impair my independence in performing my duties as a member of the Joint Chiefs of Staff. If confirmed, I look forward to working closely and in concert with the Secretary of the Army to establish the best policies for the Army, taking into account national interests.

**j. The Under Secretary of the Army.**

The Under Secretary of the Army is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. The Under Secretary of the Army performs such duties and exercises such powers as prescribed by the Secretary of the Army. The Under Secretary's responsibilities require him, from time to time, to issue guidance and direction to the Army Staff. If confirmed, I will be responsible to the Secretary and to the Under Secretary for the operation of the Army in accordance with such directives. I will cooperate fully with the Under Secretary to ensure that the policies that the Office of the Secretary of the Army establishes are implemented properly. I will communicate openly and directly with the Under Secretary in articulating the views of the Army Staff, commands, and agencies.

**k. The Vice Chief of Staff of the Army.**

The Vice Chief of Staff of the Army serves as the principal advisor and assistant to the Chief of Staff. If confirmed, I will establish and maintain a close, professional relationship with Vice Chief of Staff of the Army.

**l. The Assistant Secretaries of the Army.**

The Assistant Secretaries of the Army have functional responsibilities that, from time to time, require them to issue guidance to the Army Staff and to the Army as a whole. If confirmed, I will establish and maintain close, professional relationships with the Assistant Secretaries in order to foster an environment of cooperative teamwork between the Army Staff and the Army Secretariat as we address the Army's day-to-day management and long-range planning requirements.

**m. The General Counsel of the Army.**

The General Counsel is the legal counsel to the Secretary of the Army and the chief legal officer of the Department of the Army. The duties of the General Counsel include coordinating legal and policy advice to all members of the Department regarding matters of interest to the Secretariat, as well as determining the position of the Army on any legal question or procedure, other than military justice matters, which are assigned to The Judge Advocate General. If confirmed, I will establish and maintain a close, professional relationship with the General Counsel to assist in the performance of these important duties.

**n. The Inspector General of the Army.**

The Inspector General reports to the Secretary of the Army and is responsible for inspections and certain investigations within the Department of the Army, such as inquiring into and reporting to the Secretary of the Army and the Chief of Staff regarding discipline, efficiency, and economy of the Army with continuing assessment of command, operational, logistical, and administrative effectiveness; and serving as the focal point for the Department of the Army regarding Department of Defense Inspector General inspections and noncriminal investigations, as well as the Department of Defense inspection policy. If confirmed, I will establish and maintain a close, professional relationship with the Inspector General of the Army to ensure effective accomplishment of these important duties.

**o. The Judge Advocate General of the Army.**

The Judge Advocate General is the military legal advisor to the Secretary of the Army and all officers and agencies of the Department of the Army. The Judge Advocate General provides legal advice directly to the Chief of Staff and to the Army Staff in matters concerning military justice; environmental law; labor and civilian personnel law; contract, fiscal, and tax law; international law; and the worldwide operational deployment of Army forces. The Chief of Staff does not appoint The Judge Advocate General, and does not have the personal authority to remove her. This enables The Judge Advocate General to provide independent legal advice. If confirmed, I will establish and maintain a close, professional relationship with The Judge Advocate General as my legal advisor and I will assist her in the performance of her important duties as the legal advisor to the Secretary of the Army.

**p. The Chief of the National Guard Bureau.**

The Chief of the National Guard Bureau heads a joint activity of the Department of Defense and is the senior uniformed National Guard officer responsible for formulating, developing, and coordinating all policies, programs, and plans affecting more than half a million Army and Air National Guard personnel. Appointed by the President, he serves as principal advisor to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff on National Guard matters. He is also the principal advisor to the Secretary and Chief of Staff of the Army and the Secretary and Chief of Staff of the Air Force on all National Guard issues. As National Guard Bureau Chief, he serves as the department's official channel of communication with the Governors and Adjutants General. As a member of the Joint Chiefs of Staff, the Chief of the National Guard Bureau has the specific responsibility of addressing matters involving non-Federalized National Guard forces in support of homeland defense and civil support missions. If confirmed, I will establish and maintain a close, professional relationship with the Chief, National Guard Bureau to foster an



environment of cooperative teamwork between the Army Staff and the National Guard Bureau, as we deal together with the day-to-day management and long-range planning requirements facing the Army.

**q. The Director of the Army National Guard.**

The Director, Army National Guard is responsible for assisting the Chief, National Guard Bureau in carrying out the functions of the National Guard Bureau, as they relate to the Army National Guard. If confirmed, I will establish and maintain a close, professional relationship with the Director, Army National Guard to foster an environment of cooperative teamwork between the Army Staff and the National Guard Bureau. This will be essential as we deal together with the day-to-day management and long-range planning requirements facing the Army to sustain and improve the Army National Guard's operational capabilities.

**r. The Chief of the Army Reserve.**

Appointed by the President, the Chief, Army Reserve is the advisor to the Chief of Staff of the Army on Army Reserve matters, and is responsible for justifying and executing the Army Reserve's personnel, operation and maintenance, and construction budgets. As such, the Chief, Army Reserve is the director and functional manager of appropriations made for the Army Reserve in those areas. In addition, the Chief, Army Reserve is responsible for managing the Army Reserve's Full Time Support Program and submitting an annual report on the state of the Army Reserve through the Secretary of the Army to the Secretary of Defense. If confirmed, I will establish and maintain a close, professional relationship with the Chief, Army Reserve as we deal together with the Army's day-to-day management and long-range planning requirements in order to sustain and improve the Army Reserve's operational capabilities.

**Vision for the Future**

**9. What is your vision for the Army of today and the future?**

The U.S. Army is and must remain the world's premier ground combat force capable of conducting sustained campaigns on land to achieve U.S. National Security objectives and remain true to our national values. The Army is the force, an all volunteer force, uniquely capable of winning a decision favorable to the U.S. In order to sustain our edge over any adversary, the U.S. Army must be lethal, agile, adaptive, innovative, and expeditionary; armed with leader, technological and training overmatch. Additionally, the Army, combined with the effects of the Navy, Air Force, Marines, Cyber, Space, and Special Operations Forces, must present our opponent with overwhelming simultaneous multiple dimension problems that paralyze and cause his defeat.

**10. Given your vision, is the Army ready to meet current demands from combatant commanders, downsize the force, modernize and improve readiness while transforming? How will you balance these competing demands?**

I recognize, in the face of increasing demands and declining resources, we will be forced to assume risk in some areas. If confirmed, I will ensure we make those hard decisions through a rigorous and deliberate process with the assistance and input of Congress. I am concerned that the Army has been required to assume future risk by underfunding modernization, and if confirmed, I will work to ensure that the Army has the resources to meet the current demands of the combatant commanders while transforming and modernizing to be successful in the future.

I have no illusion that balancing competing demands to fulfill the National Security Strategy and the Combatant Commander's requirements while significantly downsizing the force in a fiscally constrained and uncertain environment will be exceptionally difficult. However the Army, as we have for 240 years, will meet the challenge with innovative and adaptive leadership and with disciplined and committed Soldiers. If confirmed, readiness will remain an inviolate benchmark and #1 priority – no American Soldier must ever deploy to combat unready. It is my solemn commitment that our troops will be rigorously trained, possess the best equipment and be led by leaders of character, competence and courage.

**11. Across the continuum of conflict, as described in the National Military Strategy in what areas is the Army currently best prepared for? Is this where the Army needs to be given emerging and future threats?**

As the Nation's principal ground military force, the Army has the obligation to be ready to conduct sustained land operations across the spectrum of conflict and win in ground combat. We cannot allow ourselves to focus too narrowly on any one scenario. Right now, the U.S. Army is highly skilled in counterterrorist and contingency operations along with advisory skills and building partner capacity. Given emerging and future threats, we will need to sustain our counterterrorist, counterinsurgency, advisory, and build partner capacity skills while rebuilding our combined arms conventional warfighter skills for offense, defense, and stability. Further, we must improve our mission command, aviation, fire support, engineer, and sustainment skills. Lastly, we must develop our cyber force to a much higher level of capability. If confirmed, I will continually assess and collaborate with the other service chiefs and adapt the Army to first meet current needs and position itself for the future.

## **Major Challenges and Priorities**

### **12. In your view, what are the major challenges that will confront the next Chief of Staff of the Army?**

Russia, China, North Korea, Iran, ISIS and radical violent extremist organizations currently challenge the U.S. each in their own way and will likely continue for some time into the future. These security challenges exist within a wider context of rapid technological change, significant demographic change, global economic uncertainty, and geostrategic power shifts of historic proportions. Right now the level of uncertainty, the velocity of instability, and potential for significant inter-state conflict is higher than it is has been since the end of the Cold War in 1989-91. These challenges and global context unfold while the U.S. is likely to continue fiscal uncertainty and the U.S. Army will continue to shrink. However, as a result of the global situation, the demand for ground forces will continue to increase even more so since many of our longstanding allies have significantly reduced their military forces over the last 25 years. Maintaining both capacity and capability in all three components of the U.S. Army in a rapidly changing and volatile security and fiscal environment will be our greatest challenge while simultaneously posturing the Army for the future beyond 2020. The next four years will bring to the forefront the challenge of maintaining tactical and operational advantage over our adversaries. The Army currently benefits from an overmatch that enables a historically small number of Soldiers to accomplish significant operations while minimizing casualties. This advantage has a shelf life; the technologies that gave us the advantage today are increasingly available to state and non-state adversaries at dramatically lower cost than even a decade ago. As that overmatch degrades, the risk to Soldiers increases. Maintaining readiness in the near term and retaining capacity while creating capability for the mid and long term will be the Army's greatest challenge given the threat, global context, and domestic fiscal environment.

### **13. Assuming you are confirmed, what plans do you have for addressing these challenges?**

Recognizing the environment we are in, I see two near term imperatives for the Army. First, we must build and maintain readiness across the Total Force. This readiness must reflect both sufficient capacity to meet the demand for Army forces and proficiency in the multitude of capabilities that enable the Army to accomplish its diverse missions. Second, we must plan and invest for the future. I see this done through a deliberate science and technology strategy that seeks to exploit research that has the potential for leap ahead capabilities in the areas of "shoot, move, communicate, and mission command."

If confirmed, I will continue to work closely with Congress and address these challenges. We will continue to refine and update our training programs to ensure all our Soldiers are fully prepared to deploy to combat. We will continue to review our reset, force modernization and acquisition programs in order to more efficiently meet the needs and requirements of today and the future threat. I will work closely with the Secretary of Defense, Secretary of the Army and the Combatant Commanders to identify those capabilities needed to provide depth and versatility to the joint force in order to provide more effective and flexible forces for employment. I will continue to review and adjust leader development programs in order to develop thinking, adaptable, agile decision makers necessary to operate in an increasingly complex and unpredictable environment. I will review our Soldier and Family Programs to ensure we are meeting their needs.

**14. What do you consider to be the most serious problems in the performance of the functions of the Chief of Staff of the Army?**

At this point, I am not aware of any problems that would impede the performance of the Chief of Staff of the Army.

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

If confirmed, I will vigorously uphold the standards expected by the American people and undertake a deliberate review of key policies to ensure that the Army is meeting its current responsibilities and is postured to meet the challenges of the future. And, I will work to maintain open lines of communication with this committee, and Congress writ large, so that I might benefit from the collective wisdom and experience.

I will also remain committed to improve, and if necessary, establish management systems that provide good stewardship of the precious, limited and valuable resources that the American people have given us to accomplish our mission.

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

I will work closely with the Secretary of the Army to establish Army priorities within the guidelines of the President and Secretary of Defense. Within that framework, my #1 priority, if confirmed, will be readiness across the Total Force. When the Nation calls, the Army must be ready with Soldiers that are confident they are well trained, well armed, and well led. At the same time, our #2 priority is to invest in the technologies, organization, and doctrine that will allow us to maintain overmatch against future adversaries while retaining the ability to adapt to unforeseen challenges. Additional priorities will include:

- Keep faith with the All Volunteer Force.
- Maintain our values and close relationship with the American People.

- Protect the Force – Our most valuable asset is our people – Soldiers, Families, Civilians – and each deserve to be treated with dignity and respect and be afforded the best quality of life and an equal opportunity to excel based on their merit.
- Develop leaders of character, competence and resilience that are fit, agile, adaptive, and innovative.

### **Organize, Train, and Equip Responsibility**

**The Chief of Staff is responsible for organizing, training and equipping forces provided to fleet and component commanders, including the prioritization of funding and effort to meet these needs in the near term, while developing capabilities for the far term.**

#### **17. How would you characterize your experience in force management and capability requirement decisions?**

While leading Forces Command it is my job to ensure that the Army is able to provide a sustained supply of highly capable land forces to Combatant Commanders. In that role, I became intimately familiar with both the Combatant Commanders' requirements and the Army forces ready to meet them. Additionally, my time serving on the Joint Staff and as the Military Assistant to the Secretary of Defense provided me significant experiences with the longer term challenges facing our military and the critical investment decisions that must be made now to ensure we have the capabilities we will need in the future.

#### **18. What innovative ideas are you considering for organizing, training and equipping the Army?**

A decade and a half of war has taught us that the Army must continually adapt to the missions assigned and the operating environment. The Army will continue to innovate as we did in Iraq and Afghanistan, focusing our efforts on what Soldiers and commanders need to accomplish their missions. Our organizational structures need agility in order to meet the Combatant Commanders' request for forces; our training must be realistic so that it meets the unique needs of the units' assigned mission, while developing the skills to fight and win future wars as part of the Joint Force. We need to procure equipment that is technologically feasible so that we can quickly and cost effectively provide incremental improvements to the field.

There are a wide variety of emerging technologies that may have significant impact on ground warfare including technologies in communications for mission command, robotics, nano-technologies, human performance, explosives and propellants, hypersonics, directed energy, cyber, protective materials for personnel and equipment, and a variety of developments in weapons technologies. All of these and more are areas of innovation the Army will explore in depth to assess applicability at affordable cost.

**Security Strategies and Guidance**

**19. How would you characterize current trends in the range and diversity of threats to national security we face today?**

The range and diversity of potential threats is increasing concurrent with increasing instability in many parts of the world. Our adversaries—both state and non-state—recognize the limits of our capabilities and capacity. Both state and non-state adversaries have employed novel capabilities, created by combining increasingly available military and commercial technologies. Accordingly, our enemies are increasingly using “hybrid” warfare methods that blend aspects of conventional and irregular warfare. This creates ambiguity and achieves adversary gains below the threshold that has historically triggered a U.S. or Allied military response. However, given the increased uncertainty, and velocity of global instability converging with rapid technological, demographic, economic, and geo-strategic power shifts, it is my view that significant conflict with adversary-state or non-state actors threatening vital U.S. interests is increasing in all likelihood.

**The Defense Strategic Guidance issued January 2012 took into account a \$487 billion dollar reduction in defense resources.**

**20. With the additional \$500 billion in cuts to the Department of Defense as a result of sequestration, is the Defense Strategic Guidance still valid?**

No. The additional cuts imposed by sequestration would impose a significant departure from the level of resources that the Defense Strategic Guidance (DSG) assumed. Sequestration will force the Army to reduce end strength, readiness, and nearly halt modernization. The consequences of these forced actions would degrade our ability to provide the trained and ready forces that the DSG requires and increase risk to the point where the U.S. Army could not fulfill the missions assigned to us in our National Security strategic guidance documents. In short, our ways and means will be significantly out of balance with our stated ends, which will increase risk to an unacceptable level for the Nation. If confirmed, I will provide my best military advice to properly balance the national strategic ends-ways-means in order to maintain National Security risk at acceptable levels.

**21. In your view, as the Defense Strategic Guidance was issued in January 2012, is that strategic guidance still appropriate for the threats we face today or do you think an update is warranted?**

The 2012 Defense Strategic Guidance was based upon a number of assumptions, such as the duration of conflicts, the contributions of our allies, and the nature and location of future threats. Some of these assumptions now appear optimistic, particularly in light of the rise of ISIL, a resurgent Russia, Iran’s actions in the Middle East, and challenges in

the Pacific region. If confirmed, I will provide my best military advice to inform policy and guidance as we move forward to confront current and future threats.

**22. In your view, is our defense strategy and current establishment optimally structured, with the roles and missions of the military departments appropriately distributed, and U.S. forces properly armed, trained, and equipped to meet security challenges the Nation faces today and into the next decade?**

I believe the structure of the defense establishment and the roles and missions of the services are sound. In my view, we need to continually reassess our defense strategy in order to update it to account for the changing security environment. Resourcing levels must also remain predictable and aligned with our national objectives. I am concerned that we may underestimate the degree of readiness, end strength, and modernization required to confront current and future security challenges.

**23. If confirmed, what changes, if any, would you propose to the capabilities, structure, roles, and missions of the Army?**

If confirmed, I will conduct a deliberate strategic assessment to identify any needed changes to the Total Army's capabilities, structure, roles, and missions. Such assessments will also evaluate capacity. In doing so, I will work with the Chairman, Joint Chiefs of Staff, Services Chiefs, and Combatant Commanders along with both the Secretary of the Army and Defense to ensure the Army is the right size, with the right structure, and doing the right mission to protect the Nation.

**Military Capabilities in Support of Defense Strategy**

**24. In your opinion, do current military plans include the necessary capabilities to meet the defense strategy stated in the 2014 Quadrennial Defense Review (QDR) and the 2015 National Military Strategy? Please identify areas of higher risk.**

The defense strategy provides that the Army, as part of the Joint Force, has to accomplish three tasks. The first priority is to defend the homeland; the Army can meet our responsibilities in this mission set. The second task is build security globally. While we have the capability required, increasing demand for Army forces, while our force is getting smaller, strains capacity. We remain engaged in Afghanistan, Iraq, Korea, Europe, the greater Middle East, Africa, South America, and the Pacific region. The stress of increased missions on a smaller force is something I am especially concerned about. Tempo will likely increase given the instability around the world and the reduction of defense spending by our allies and partners. Lastly, the defense strategy tasks the Army to project power and win decisively. Here, the risk is significant and trending higher as we train our decisive action capability and meet warplan requirements with a smaller, less resourced force.

**25. Does the 2014 QDR specify the correct set of capabilities to decisively win in future state to state conflict?**

The 2014 QDR was based on a set of facts and assumptions that did not include the current situation in Eastern Europe and Russia, the rise and spread of ISIS along with the disintegration of the nation-state in the Middle East, and the increasing military capability and foreign policy assertiveness of China. In short, the world has become more uncertain and unstable since the 2014 QDR was written and consequently we need to review the global assumptions and calculations embedded in the 2014 QDR in order to ensure the capabilities and priorities align to the realities of the emerging situation.

**According to the force sizing construct in the 2014 QDR, American forces should be able to “defeat a regional adversary in a large-scale multi-phased campaign, and deny the objectives of – or impose unacceptable costs on – another aggressor in another region.”**

**26. In your opinion, is the Army adequately sized to meet the Department’s force sizing construct in order to address the country’s current threat environment?**

The current Chief of Staff of the Army, General Ray Odierno, has testified that the Army size in PB16 of 450K Regular Army, 335K Army National Guard, and 195K US Army Reserve is adequate to meet the demands of the current and future threats but at “significant risk.”

If confirmed, I pledge to work closely with the Secretary of Defense, the Secretary of the Army, the Chairman of the Joint Chiefs, and our combatant commanders to match end strength, structure, and tempo in our Army Force Generation rotational model to meet global demands as they change. I will continually evaluate the size and capability of the Total Army against emerging threats and provide candid assessments on our risk to our senior civilian leadership including the President, The Secretary of Defense, The Secretary of the Army, the National Security Council, and Members of the U.S. Congress.

**27. If the Army cannot meet the demands placed on it, how will you address this issue?**

If confirmed, if I ever believe that in my professional military judgment that the Army cannot meet the demands in place, I will inform the Chairman of the Joint Chiefs, the Secretary of the Army, the Secretary of Defense and, if necessary, in my role as a member of the Joint Chiefs, the President. As a Nation, we must build our strategy based on the threat, resources available, and tolerance for risk. I will always provide my candid best military advice to protect our Nation.



**Sequestered Budget Control Act discretionary caps starting in FY 2016 onward?**

**The fiscal year 2016 budget request assumes that the Budget Control Act will be amended in fiscal year 2016. The fiscal year 2016 Budget Resolution passed by the Senate and House of Representatives do not assume this, but instead provides \$38 billion of the requested spending through the Overseas Contingency Operations (OCO) budget.**

**28. Should this OCO funding not be available, what recommendations would you have, if confirmed, for how the Army should manage additional cuts for fiscal year 2016?**

This \$38 billion constitutes the difference between the FY16 President Budget request for Base requirements and the BCA funding level for DOD (\$538 billion - \$500 billion). The Army's portion of this \$38 billion is \$6 billion (\$126 billion - \$120 billion). For comparison, the FY15 Base funding level is \$120.6 billion, an amount that has created resourcing and readiness challenges this year.

The President's Budget request represents the minimum resources necessary for the Army to support the National Security Strategy. A sequestered level budget will further reduce readiness and disrupt modernization efforts. Should the government not provide the \$38 billion through additive OCO funding or another source, the Army would have no alternative than to further reduce structure, unit readiness and will all but stop investment in its Research, Development and Acquisition programs. The Army already reduced its force structure and military endstrength to the extent possible in FY16. Impacts to readiness will include cancellation of home-station training, reduced maintenance and upkeep of facilities infrastructure; reduced logistics and maintenance readiness and IT & Cyber security would be further marginalized. The Army would reduce its investment account funding by approximately 12% of its requested amount, spread across its RDTE and procurement accounts.

**29. What are your views on the impact that these cuts could have on readiness for the Army?**

The Budget Control Act degrades Army readiness. In the context of increased, unforecasted global demand, it creates the single greatest risk by undermining the Army's ability to provide the necessary capacity and capabilities for contingency operations, forcing the Army to ration readiness. Regardless of funding levels, if confirmed, I will keep training opportunities at our Combat Training Centers (CTCs) a priority. The trade off will mean significant reductions to home-station training, except for brigades going to CTCs, which will compound the readiness reductions. Subsequent decisions to commit Army forces will come with high risk and force senior leaders to choose between: committing Army units at lower readiness levels or delaying military operations. Long term consequences of underfunding are significant as operational readiness requires a

cumulative investment and consistent funding. The Army needs consistent and predictable funding year after year to ensure it maintains a level of readiness commensurate with the current operational demands; we don't have the luxury of long train-up times to react to the emerging and immediate contingencies in the current security environment.

**30. What are your views on the impact that these cuts could have on Army capabilities?**

Sequestration-level cuts leave the Army unable to meet Defense Strategic Guidance, including our ability to shape and prevent conflict in Europe and the Pacific and to deter adversaries across the globe.

Budget Control Act funding reductions will require the Army to further reduce force structure and end strength, and readiness levels and further delay modernization. My concern is the smaller force will lack the capacity to meet the Nation's security needs as currently outlined in the National Defense Strategy. Furthermore, modernization reductions will diminish equipping capacity and capability well into the future.

**Headquarters Streamlining**

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

**31. If confirmed, and if the provisions in the bill become law, what would be your role in streamlining functions, as well as identifying and implementing reductions in the Army headquarters?**

Over the course of the last two years, the Army assessed all of its Department Headquarters functions as required by the Department of Defense. Planning and implementation for reductions is already well underway. Associated with these reductions, each element of the Headquarters has closely examined the functions they perform with an eye towards streamlining, modernizing or eliminating the function. Should legislation impose further reductions, I would expect, if confirmed as Chief of Staff, that I would play a key role in advising the Secretary of the Army where I believe we can and cannot accept additional risk in our key Headquarters missions.

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

As a result of continued downward trends in our funding, the Army has, over the last four years, made great strides in eliminating unnecessary functions and organizations. I am proud of what the Army has been able to accomplish despite losing billions of dollars of base budget funding. Having said that, there are always ways to streamline processes and

functions. If confirmed, I will continue to push for smarter ways of doing business in order to apply maximum resources toward increased readiness. In pursuing these opportunities, the Army needs to go where the best value lies, examining each situation with a clear-eyed cost/benefit perspective. If confirmed, I intend to continue reducing Headquarters size and functions in order to optimize the tooth-to-tail ratio in favor of combat power in the Operating Force.

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

The Army cannot avoid making tough choices in this budget environment. If confirmed, my priorities will be the readiness of our forces and the care and support of our Soldiers, their families and our great civilian workforce. If another element of DoD can better accomplish a function currently performed by the Army, then I will so advise the Secretary of the Army. Similarly, if a function currently performed by another element of DoD can be better performed by the Army, it should be looked at as well. The Army cannot afford to be bound by the way functions and processes have been performed in the past and must make the best decisions for our Nation and our Armed Forces.

**34. Given the plan the Army announced on July 9, 2015, to downsize the regular Army by 40, 000 Soldiers, is headquarters downsizing a component of this plan? If so, what are the goals?**

The reduction of headquarters is part of the Army downsizing; the planning and implementation of this is well underway. The goal is to reduce all 2-star and above headquarters, both military and civilian, as directed by the Secretary of the Army. If confirmed, I plan to further review this plan and continue to streamline headquarters strengths in order to retain as much combat power as possible and further reduce the Army's tooth-to-tail ratio.

**International Partnerships**

**Interactions between the land forces of different countries are often negotiated at the Chief of Staff level, including international exercises, Foreign Military Sales, educational exchanges, and protocols for operations.**

**35. If confirmed, how do plan to ensure the U.S. Army continues to build strong partnerships, overcome challenges, and exploit opportunities in international cooperation?**

If confirmed, I will emphasize our support to the Combatant Commanders as well as other international engagement programs. These include bilateral staff talks with more than two dozen allies and partners; adequate resourcing for our regionally aligned forces

to participate in international exercises; sustaining foreign student attendance at the War College and Command and Staff College and other professional military education; maximizing U.S. participation at their schools through the Schools of Other Nations Program; continuing to expand the Military Personnel Exchange Program; and continuing to invest in the Army's Foreign Area Officer program. Maintaining strong allied partnerships will be one of my goals as Chief of Staff and I recognize that Allies are key to the long-term national security of the United States.

**36. How would you characterize your familiarity with international military leaders, forums, and processes?**

At almost every rank over the course of my 35 year career, I have had the opportunity to work closely with our international partners during exercises and contingency operations and developed insights into foreign militaries and processes. As a Captain, I worked closely with the Columbian Army for nearly eight months. As a Special Forces Captain I worked closely with indigenous forces in Somalia. As a Major, I was the S-3 Operations Officer for 2nd BCT, 10th Mountain Division, during Operation Uphold Democracy in Haiti and worked with multiple allied partners to include Argentinean leaders and those from six Caribbean nations. As a Lieutenant Colonel Battalion Commander in Korea, I worked closely with the 1st ROK Division along the DMZ. As a Colonel in command of the 2nd BCT, 10th Mountain Division, I worked closely with multiple armies in Afghanistan, to include international NATO Partners and the Afghan National Security Forces. In Iraq, in command of the same brigade, I worked closely with United Kingdom and Polish Forces, along with Iraqi Security Forces. As Deputy Commanding General for Regional Command-East in Afghanistan, I worked closely with multiple NATO allies, our Afghan Partners, and Pakistani military. As the Commanding General of ISAF Joint Command in Afghanistan, I was responsible for the planning and operations of coalition partners across the country. The coalition included over approximately 50 nations and my staff included senior leaders from many of these countries allowing me to incorporate several staff systems from partner nations. Most recently, as the Commanding General of US Army Forces Command, I visited the United Kingdom and observed their force generation processes and operational systems and have had visits from several other key allies including Japan. If confirmed, I plan to continue to work closely with our international partners and allies throughout the world.

**Joint Operations**

**37. How would you characterize your familiarity with other Services' capabilities including how they organize, train and equip their forces?**

During my 35 years in uniform and through multiple joint assignments in addition to seven contingency deployments, I have had the opportunity to serve with and develop deep appreciation for the other Services' unique capabilities. I have worked very closely with the U.S. Air Force, Navy, Marines, and Coast Guard over many years in multiple

capacities. If confirmed, I look forward to deepening my understanding by working closely with the fellow Service Chiefs as part of the Joint Chiefs of Staff.

**38. Are there other innovative ideas you are considering to increase Joint interoperability and ensure opportunities to improve cross-domain capability and capacity are not missed?**

The Army is actively involved in joint concept development, war-gaming, and experimentation, all designed to improve cross-domain capability and capacity. If confirmed, I will work to ensure that sufficient resources are applied to implement change and enhance joint interoperability. This is a key task – the Army will always operate as part of the U.S. Joint Force.

**U.S. Force Posture in the Asia-Pacific Region**

**The Department continues the effort to rebalance toward the Asia-Pacific as announced in the January 2012 Strategic Defense Guidance.**

**39. Are you satisfied with the rebalance efforts to date?**

Yes, I am satisfied with the Army's rebalance efforts to the Asia-Pacific region to date and I will continue to emphasize the importance of the Asia-Pacific region if confirmed. Approximately 20% of the Active Army is assigned to U.S. Pacific Command. This includes one Corps Headquarters, two Division Headquarters, five Brigade Combat Teams and one Armored Brigade Combat Team's worth of equipment prepositioned on the Korean Peninsula. We are replacing forward stationed units with ready rotational units. For example, the Army is providing USPACOM with rotational forces, such as Terminal High Altitude Area Defense missile batteries and an Armored Brigade Combat Team. Shaping activities such as Pacific Pathways builds partner-nation capacity and multinational interoperability while also enhancing U.S. Army unit readiness and fostering an expeditionary mindset across the force. Both the size and importance of the Asia-Pacific region defines an integrated multi-service approach as a near imperative. Consistent with the Army's Regionally Aligned Forces policy, the Army's current force posture in the Asia-Pacific ensures that it is prepared to set the theater, shape the security environment and respond to contingencies across the full range of military operations in support of the Combatant Commander and National Strategic objectives.

**40. What do you see as the U.S. security priorities in the Asia-Pacific region over the next couple of years and what specific Army capabilities or enhancements are needed in to meet those priorities?**

U.S. security priorities in the Asia-Pacific over the next several years are to maintain a credible deterrent posture and provide reassuring military presence in the region in order to maintain regional stability. The U.S. should also work to strengthen and advance

alliances and partnerships, continue to mature our military relationships, and maintain peace on the Korean Peninsula. We must work with our interagency and multinational partners to bring about the verifiable elimination of North Korea's nuclear weapons program. I also believe that the U.S. should continue to mature its strategic relationship with India, and work with our interagency and multinational partners in the region to counter transnational threats.

The Army contributes to rebalancing these priorities with a variety of Army Forces committed to the region in Korea, Japan, Hawaii, Alaska, and at Joint Base Lewis-McChord, along with rapid deployment capabilities in the Global Response Force. Through routine exercises and engagements such as Pacific Pathways and forward deployed forces in the Republic of Korea and Japan, the Army assures allies, deters adversaries and remains capable of responding to contingencies if required.

**41. Do the budget cuts and resource constraints associated with sequestration threaten the Army's ability to execute the rebalance to the Pacific?**

Yes, budget cuts and resource constraints associated with the Budget Control Act and sequestration require the Army to reduce force structure, limit training and curtail modernization programs. The United States will continue to maintain a robust military footprint and pursue international agreements in key locations, to include the Asia-Pacific. Even in smaller numbers, the presence of Soldiers is a strong security guarantee to U.S. allies and partners. Further, initiatives like Pacific Pathways demonstrate the United States' commitment to its Allies and partners by establishing a dynamic presence in the region. I am confident that our partners in the region want us to stand by our commitments to them.

**Russia**

**42. What additional steps, if any, are likely to prove most effective at deterring Russian aggression in Eastern Europe?**

To best deter Russian aggression, the U.S. must continue to work with allies using all the elements of national power. Militarily, I think it prudent for the Army to continue to work with NATO to strengthen its European posture and demonstrate the combined ability to respond with capable ground forces in Eastern Europe through a variety of exercises and prepositioning equipment contingency stocks. If confirmed, I would ensure that the Army supports NATO and EUCOM efforts to maintain and adapt capabilities, readiness, and responsiveness in our commitment to the sovereignty and security of every ally. In my view, we should also continue to fund European Reassurance Initiative at current or increased levels.

**43. What is the Army doing to help NATO? What more can the Army do?**

The Army is supporting NATO with a number of initiatives. First, the Army demonstrates the United States' continued commitment to NATO through Operation Atlantic Resolve (OAR) actions and exercises designed to deter further Russian aggression and reassure NATO Allies and partners by maintaining a persistent Army presence in Central and Eastern Europe. Second, the Army uses European Reassurance Initiative (ERI) funds to increase the Army's presence and improve military infrastructure on NATO's eastern flank (to include the creation of a complete armored brigade combat team equipment set). Third, the Army supports NATO's Readiness Action Plan (RAP) with forces for the NATO Response Force (NRF). Last, the Army has a forward 2-star command post to assist USEUCOM in force employment and mission command of OAR exercises.

To do more, the Army can expand its support of OAR with additional rotations, leverage future ERI investments such as additional prepositioned equipment sets, and enhance the NRF by providing enablers. Like USPACOM, resource limitations have also affected the Army's support to USEUCOM. The Army can provide more support to Europe by redistributing forces from other theaters, or improve the readiness of uncommitted forces that could respond to Europe. Funding for increased readiness (through ERI) would allow the Army to increase the number of rotational forces. Specifically, the Army could increase the number of exercises and deploy staff expertise to augment our Allied and U.S. headquarters in Europe. Finally, establishing OAR as a "named operation" could allow funds to be used to pay for mobilization and deployment of Army National Guard to Europe as part of an overall program to use conventional ground forces to deter Russian aggression.

**44. Does the Army, as part of a combined joint force, have what it needs in Europe?**

No, because of security condition changes in Europe, the current U.S. Army posture does not support a comprehensive response according to necessary timelines. However, working with USEUCOM, we are in the process of addressing this posture shortfall and European Reassurance Initiative funding is critical to supporting that effort.

**China**

**45. What is your assessment of the current state of the U.S.-China military relationship?**

The U.S.-China military-to-military relationship is important to the overall bi-lateral relationship. The current state of U.S.-Sino military relations is stable with elements of both cooperation and competition.

**46. What are your views regarding China’s interest in, and commitment to, improving military relations with the United States?**

I am of the opinion all countries act in what they define to be in their national interests. In this respect, I believe China recognizes that it is in its interest to have a positive relationship with the U.S. military. I support those actions that lead to improved U.S.-China relations, of which the military plays a part. If confirmed, I am committed to improving military-to-military relations with China. Improved U.S.-China military-to-military relationships can increase that stability and reduce miscalculations during any crisis or incident situation.

**47. What is your view of the purpose and relative importance of sustained military-to-military relations with China?**

The purpose of sustained military-to-military relations with China is to enable a stable, secure, and prosperous Asia-Pacific region in which the U.S., as an enduring Pacific power, is a key leader. This is of particular significance to our five treaty partners in the region, and the relative importance of the region to the U.S. in economic, diplomatic, and military terms.

I believe we should continue to use our military engagement with China to establish deeper cooperation where there is clear, mutual benefit and to enhance dialogues to reduce risk and manage our differences.

**48. What role do you see for the Chief of Staff of the Army in this process?**

If confirmed, my primary role will be to provide trained and ready forces to the Combatant Commander. Beyond that, the Chief of Staff of the Army’s responsibilities include Army to Army engagements, both with China as well as with our treaty allies and partners in the region. As the Department continues to develop the military-to-military relationship with China, it will be important to also deepen cooperation with our allies and partners to maintain a stable and secure Asia-Pacific region.

**Strategic Leadership**

**49. How do you plan to foster a dedicated, educated, and assigned group of strategic thinkers and planners who rise to the rank of general officer within the Army?**

Developing strategic thinkers, planners, and leaders is one of the most important things we do, and is grounded in the best possible training, education, and experiences. If confirmed, I will work closely with the Secretary of the Army to make appropriate investments in our officer corps to ensure we provide opportunities for advanced civil schooling, training with industry, joint assignments, multinational experience, and other broadening assignments.



## **Offset Technologies**

**During the Cold War, the DOD pursued three key technologies to offset the numerical superiority of Soviet conventional forces: precision guided munitions, stealth technology, and satellite-based navigation. These three technologies have given U.S. forces unparalleled superiority until now. However, with advancements by our emerging adversaries, it seems like the military technological superiority is beginning to erode. As a result, it is critical that the United States once again focus on offsetting the erosion of our technology advantages being achieved by our potential adversaries.**

### **50. Which technology priorities do you believe the Army should be pursuing to maintain the military technological superiority of the United States?**

I understand the concept of the Third Offset Strategy, emphasizing advanced emerging technologies to maintain a qualitative edge over any opponent and I strongly support the Secretary of Defense's Defense Innovation Initiative. The Army's technology priorities enable our future land combat role in the joint fight and align to the Army Operating Concept. If confirmed, my priorities will be to look at increased range and effectiveness; increased use of autonomy to augment existing capabilities; and technology and approaches that drive down the cost of our systems. Specifically, the Army will explore emerging technologies in:

- Robotics
- Autonomous systems
- Cyber
- Big Data
- IT/Communications/Mission Command
- Human Performance
- Directed Energy weapons/Railguns
- Advanced explosives and propellants
- Nano technology/miniaturization
- Additive manufacturing and 3D printing
- Advanced materials for mobility and protection

### **51. What strategies would you recommend be implemented to develop these technology priorities?**

If confirmed, I will review the Army's long range thirty-year planning process and determine if our current investment strategies are appropriate for the future or need to be adjusted.

**52. What role should the Army play in their development?**

The Army must remain globally aware of where and what technology is being developed and be ready to refine, leverage, adapt and/or acquire those that are necessary to retain dominance. If confirmed, I will ensure the Army remains a proponent for the development of these needed technologies – whether they are developed within our own Science and Technology laboratories/Engineering Centers, our sister Service/Agency labs, academia, industry or by our allies.

**Modernization**

**53. Is the Army fully modernized to execute its Operating Concept “Win in a Complex World”?**

The Army equipment modernization program is designed in conjunction with the Army Operating Concept to enhance the lethality, mobility, and protection for all of our units and to give them the situational awareness they need in the future. Today, the Army continues to balance requirements for end strength, current readiness, and modernization under the Budget Control Act by accepting risk in equipment modernization. The Army cannot afford to fully equip and sustain the Total Army with the most modern equipment; therefore, we acknowledge fiscal realities by selectively modernizing equipment and formations across the Total Army.

The Army will mitigate future risk to our forces and mission accomplishment through sustained S&T investments, leveraging our current fleets by investing in incremental improvements, and building new by exception. Given fiscal constraints, the Army will likely have to continue to delay our next generation of platforms until they are cost effective and affordable in order to sustain readiness of the force, and maintain sufficient capacity to meet the demands of our National Security Strategy and combatant commanders’ requirements.

**54. If it is not, are current acquisition plans adequate to achieve this goal?**

The Army continues to develop acquisition strategies to address the gaps and required capabilities that support the Army Operating Concept (AOC). The acquisition strategies are dependent on stable and predictable resources. Approval of funding levels programmed for this requirement will determine how soon we can meet the approved AOC. If confirmed, I will work closely with Congress to facilitate support for the resourcing and acquisition efforts needed to enable implementation of the AOC.

**55. Does the Army have adequate funding for needed research, development test and evaluation?**

The Army has been forced to make some difficult decisions – balancing force structure, operational readiness, and modernization. Given these three requirements, modernization is the near-term offset for the other two. Within the modernization accounts, I fully support the Army’s continued investment in science and technology. Given the fiscal realities facing the Department, I believe that this strategy of spending our diminished modernization budget on science and technology is appropriate as the seed corn that will enable the Army to maintain the overmatch it has today.

**56. Is the Army at risk of being out matched by superior capabilities and weapons?**

Proliferation of advanced technologies and information operations are leveling the playing field and the Army is at risk of being matched by near-peer competitors in the outyears. Additionally, the proliferating commercially available technology is increasingly user-friendly and has empowered the individual, providing access to capabilities that were once the exclusive domain of countries and their militaries.

**Science and Technology**

**One of the main objectives of the defense research enterprise is to develop advanced technologies that will be of benefit to the warfighter. In this regard, it is critical that advancements quickly transition from the development phase into testing and evaluation and ultimately into a procurement program for the warfighter.**

**57. What are some of the challenges you see in transitioning technologies effectively from research programs into programs of records?**

In my view, the current acquisition system has not evolved sufficiently to keep pace with technological advances in the defense industry and the pace of the global commercial market. The rates of technological advancement and associated adaptation in today’s environment have increased exponentially. I think it is prudent and necessary to adapt our acquisition system and procurement policies accordingly. I look forward to working with OSD and Congress in this important area.

**58. As the Chief of Staff, what steps will you take to ensure that the services are benefitting more quickly and directly from the research being performed by the defense research enterprise?**

If confirmed, I will review the Army’s long-range planning process and will encourage this process to look holistically at incorporating the capabilities being developed within the broader defense research enterprise as part of the Army strategy. As necessary, in conjunction with the other Service Chiefs, I will pursue recommendations that will enable

the Department to take advantage of advanced technologies and make the process more timely and effective.

**59. Do you feel that defense technologies and systems, especially in areas such as mobile communications, computing, and robotics, are keeping pace with global and commercial technological advances As you know, robust investment in S&T underpins technological advances in our military capabilities and is vital for maintain our military technological superiority over emerging adversaries.**

I concur that robust investment in S&T underpins technological advances in our military capabilities and is vital to maintaining technological superiority. While keeping pace with advances in technology is critical in some areas, there are steps to help offset advances in other areas. The Army leverages the latest commercial technologies and invests in critical enabling technologies that are not available off-the-shelf. The Army has protected its S&T investments in this fiscally challenging environment. If confirmed, I will continue to support a robust S&T investment.

**60. If confirmed, what metrics would you use to assess whether the Army is investing adequately in S&T programs?**

The Army measures how well S&T transitions into a program, which provides some indication of whether we are investing our dollars wisely. If confirmed, I will require our S&T community to appropriately address the most critical needs of our Army and establish firm metrics to ensure our Soldiers dominate the battlefield.

**61. How would you assess the value and appropriate investment level for basic research programs?**

The Army's investment in basic research helps to investigate fundamental science that can be used to develop novel and innovative capabilities that benefit the Army. The Army included \$425.1 million for basic research in the Fiscal Year 2016 President's Budget request. This is approximately 19 percent of the Army's S&T budget. I have been advised that a reasonable range of investment levels for basic research is approximately 16-20 percent of the Army S&T budget and if confirmed, I will continue to support strong basic research.

**62. What tools would you use to ensure that appropriate technologies are transitioning quickly into programs of record?**

If confirmed, I will review the LIRA (Long-Range Investment Requirements Analysis) which maps resources to requirements, programs, S&T and logistics. This planning tool, which looks out over 30 years, was designed to ensure that a defined plan with resources is in place to connect our valuable S&T efforts into our programs at the quickest point

possible. I will ensure the LIRA provides a systematic planning of technology insertion into programs of record.

### **Technical Workforce**

**A significant challenge facing the Department of Defense today is an impending shortage of high quality scientific and engineering talent to work at Defense laboratories and technical centers.**

**63. In your view, what are the pros and cons of having active-duty Army personnel trained and working as scientists and engineers within the Army research and acquisition system?**

My view is that active duty Army personnel trained and working as scientists and engineers in Army research and acquisition can help operationalize technologies from a Soldier's perspective. The cost, however, requires the Army to commit to advanced civil education for these personnel to ensure necessary professional qualifications. The benefit, in my view, outweighs the cost.

**64. How would you ensure that directors of labs in your service have the tools they need to dynamically shape their S&T workforce?**

I understand that Congress has already provided significant tools to the Army that enables the directors of the labs to shape their science and technology workforce through various National Defense Authorization Act authorities. Those authorities allow additional capabilities such as direct hire authority for qualified science and engineering candidates and managing performance through alternative personnel systems. If confirmed, I will encourage and support appropriate additional authorities the Army may require.

### **Test and Evaluation Issues**

**65. Are you satisfied with the Army's test and evaluation capabilities, including workforce and infrastructure?**

Based on what I know now, the Army has sufficient infrastructure and the appropriate workforce to provide services to all test customers. In my view, test and evaluation is critical to ensuring the Army continues to reduce program life-cycle cost, as well as to ensure future weapon systems are suitable, survivable and effective to improve the capabilities of Soldiers. If confirmed, I will work closely with the Army test and evaluation community and the Office of the Secretary of Defense test and evaluation leadership to ensure the Army's test and evaluation infrastructure maintains necessary test capabilities and processes.

**66. In which areas, if any, do you feel the Army should be developing new test and evaluation capabilities?**

I have been advised the Army is investing in new test capabilities to support unmanned and autonomous systems, survivability, hypersonics, directed energy and cyber. The Army is also examining opportunities to upgrade existing test capabilities to reduce high-cost drivers to make current testing methods more efficient. If confirmed, I will work closely with the Army test and evaluation community and in concert with the Deputy Under Secretary of the Army and the Office of the Secretary of Defense test and evaluation leadership to ensure the Army's test and evaluation infrastructure maintains necessary test capabilities and processes.

**67. What are your views on the appropriate roles of OSD developmental and operational testing organizations with respect to testing of Army systems?**

It is my understanding that by law, OSD developmental and operational test and evaluation organizations are responsible for overseeing all major defense acquisition programs, major automated information systems, and other acquisition programs. The OSD testing organizations ensure appropriate testing is being conducted and that the right questions at the each level have been asked and answered.

**Recruiting and Retention**

**68. What do you consider to be the key to the Army's success in recruiting the highest caliber American youth for service and retaining the best personnel for leadership responsibilities?**

The key to successful recruiting is explaining the Army in a manner that resonates with "today's" talented youth. Serving on a cohesive team with trusted professionals could be one of the most important things they ever do is a key message to today's youth who want to serve a purpose greater than themselves. If confirmed, I will work closely with the Secretary of the Army to ensure sustaining the All-Volunteer Force remains a strategic imperative for our Army.

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

We must ensure that Soldiers have the time and resources to prepare for and recover from their operational missions. With an appropriately sized force we can ensure Soldiers have adequate dwell time between deployments. Additionally, quality leadership, training, meaningful work, and just compensation contribute to overall readiness, recruiting, retention, and Soldier morale. If confirmed, I will work closely with the Secretary of the

Army to provide the necessary resources to commanders so they can ensure overall readiness, recruiting, retention and morale of their Soldiers.

**70. What impact, if any, do you believe the Department's proposals aimed at slowing the growth of personnel and health care costs will have on recruiting and retention in the Army?**

I need to study the longer-term institutional implications of the personnel and health care costs, to include how these may affect recruiting and retention. On health care, we must continue to find ways to deliver high quality healthcare to our Soldiers and Families in effective and economical ways without degrading readiness.

**71. The Army requested a provision for enhanced recruiting authorities for the FY16 National Defense Authorization Act. What programs does the Army plan to implement and what specific recruiting needs will those programs address?**

No response required; question withdrawn.

**72. If confirmed, will you review the Department of the Army, to include the Army National Guard, use of sports marketing and advertising purchases as a means of recruitment?**

Yes, if confirmed, I will work with the Secretary of the Army and the Director of the Army National Guard to review sports marketing and advertising to ensure our expenditures in this area are effective, efficient, and ethical in recruiting the high quality Soldiers we need.

**Military Compensation**

**73. What is your assessment of the adequacy of military compensation?**

My sense is that current military compensation is adequate. If confirmed, I will work with the Secretary of the Army to re-evaluate and assess compensation to ensure we sustain a high quality All-Volunteer Force.

**74. What recommendations would you have for controlling the rising cost of personnel?**

Controlling the rising cost of personnel will require a holistic look at how we compensate our personnel (both monetary and non-monetary). What I know is that we must continue to provide fair compensation to our Soldiers that is competitive with other opportunities. If confirmed, I will work closely with the Secretary of the Army to establish a total compensation package that is competitive and maintains a high quality All-Volunteer Force.

**75. Do you support the Department's compensation and health care proposals?**

Yes, I support the Department's plans for recommendations that preserve compensation, health care, and quality of life for Soldiers, retirees and their families. I think it is important to honor our previous commitments to serving Soldiers and veterans.

**76. What is your assessment of military compensation as compared to civilian compensation?**

Military compensation, in general, is adequate, when compared to civilian compensation. However, the nature of the work and the sacrifice demanded from our Soldiers and their Families does not compare to the civilian sector. If confirmed, I will work closely with the Secretary of the Army, to ensure the Army can continue to attract our Nation's top talent and compensate them appropriately.

**77. What areas of military compensation, if any, do you believe warrant improvement or modernization?**

I am interested in the details of the Military Compensation and Retirement Commission, specifically the reforms for blended retirement options. Whatever decisions are made must be accompanied with a robust training and education program so that our Soldiers can make informed financial decisions for themselves and their Families. If confirmed, I will work closely with the Secretary of the Army and the other Service Chiefs to implement any final decisions.

**Education for Soldiers**

**An important feature of the Post-9/11 GI Bill is the ability of career-oriented service members to transfer their earned benefits to spouses and dependents.**

**78. What is your assessment of the effect of the Post-9/11 GI Bill on recruiting and retention of soldiers?**

I think the Post 9/11 GI Bill is a valuable incentive and helps the Army attract and retain quality Soldiers.

**79. In your view, what has been the effect of the transferability option on retention and career satisfaction of Soldiers?**

I believe a Soldier's ability to transfer his/her Post 9/11 GI Bill benefit helps the Army retain quality mid-grade and career Soldiers.



**80. How important do you believe tuition assistance benefits are to young Soldiers, and what trends do you see in the Army's ability to pay for such programs at current levels over the FYDP?**

The ability to educate our Soldiers is an important benefit and I believe it's one of the primary reasons our young Americans join the military. It is a key benefit and incentive to sustain the All Volunteer Force. There are several education benefits available, of which tuition assistance is one. In today's era of reduced budgets, we must balance benefits against the money available. If confirmed, I will strive to ensure we balance the benefits desired by Soldiers with the funding provided to us by the Congress.

**81. What changes, if any, would you recommend to current eligibility criteria for tuition assistance?**

Tuition Assistance is both a valuable benefit to our Soldiers and our Army and evidences our commitment and investment in their future. If confirmed, I will work closely with the Secretary of the Army to explore potential improvements and ensure policy changes do not adversely affect the force.

**82. Do you believe that tuition assistance should be used to enhance a soldier's career while he or she is in the Army?**

Absolutely. Tuition assistance is a valuable benefit to our Soldiers and our Army and supports our culture and beliefs in life-long learning.

**83. Do you agree with the Military Compensation and Retirement Modernization Commission that tuition assistance should be limited to courses and education that contribute to a soldier's professional growth?**

In principle, I generally agree; however, I am concerned about too narrow a scope in defining "courses and education that contribute to a Soldier's professional growth." The Army's current TA policy requires Soldiers to first meet with a counselor in order to establish a degree plan before taking courses and receiving benefits; continued TA benefit receipt is contingent upon working toward that degree plan. We want all our Soldiers to aspire to be lifelong learners.

**Assignment Policies for Women in the Military**

**As you know, two years ago, the Department rescinded the policy restricting the assignment of women to certain units which have the primary mission of engaging in direct ground combat operations, and has given the military services until January 1, 2016, to open all positions currently closed to women, or to request an exception to policy to keep a position closed beyond that date, an exception that must be approved by the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. The services have opened a large**

**number of positions to service by women and continue to work to develop gender-free physical and mental standards for all military occupations, presumably with the goal of allowing individuals, regardless of gender, to serve in those positions if they can meet those standards.**

**84. If confirmed, what role, if any, will you play in the development of these standards?**

My basic position is that all people should be afforded equal opportunity to rise in accordance with their merit. Currently, U.S. Army Training and Doctrine Command is working to validate the standards for all Army occupations. If confirmed, I will work with the Secretary of the Army and the other Services Chiefs to ensure that the Army has the appropriate mental and physical standards for all military occupations.

**85. Will you ensure that the standards will be realistic and will preserve, or enhance, military readiness and mission capability?**

Yes, I am committed to ensuring the standards are realistic for every occupation and that Soldiers have the opportunity to serve to their full potential. If confirmed, I will work closely with the Secretary of the Army and the other Service Chiefs to ensure that the standards are realistic and will preserve and enhance military readiness and mission capability.

**86. Do you believe that decisions to open positions should be based on bona fide military requirements, and that assignment decisions should be made solely on the basis of a servicemember's ability to meet validated gender-neutral occupational standards?**

Yes, positions should be opened based on validated military requirements, tied to specific capabilities, skill sets, and established gender-neutral standards.

**87. If so, what steps will you take, if confirmed, to ensure that such decisions are made on this basis?**

If confirmed, I will work with the Secretary of the Army to ensure decisions are made based on validated military and force readiness requirements.

**88. To what extent is the Army coordinating with the Marine Corps in this effort? Are results from the assessments being shared between services?**

The Army and the Marine Corps have collaborated and shared information on their efforts. It is my understanding that the Army has shared results with all the Services when preparing the recommendations to open positions, units or occupations.

**89. If the Marine Corps were to make the decision to not open all positions as of January 1, 2016, what effect, if any, will that have on the Army's decision?**

If the USMC decides not to open all positions, and if I am confirmed, I will work closely to understand the other Services' position and rationale in order to provide a fully informed recommendation to the Secretary of the Army. That said, my recommendation to the Secretary of the Army will be based on my best military judgment about what is best for the Army. My recommendation will be based on standards and readiness requirements.

**90. What is your position on whether the Selective Service Act should be opened to all genders if the decision is made to open all units on January 1, 2016?**

I believe in maintaining the All-Volunteer Force and that we must do everything in our power to preserve it. The opening of previously closed positions to women is a step in the right direction for women who can meet the physical and mental standards. If confirmed, I will review if there is a need to change the Selective Service Act and provide my military advice to the Secretary of the Army.

**Force Management**

**Modularity refers to the Army's fundamental reconfiguration of the force from a division-based to a brigade-based structure. Although somewhat smaller in size, modular combat brigades are supposed to be just as, or more, capable than the divisional brigades they replace because they will have a more capable mix of equipment—such as advanced communications and surveillance equipment. To date, the Army has established over 90 percent of its planned modular units, however, estimates on how long it will take to fully equip this force as required by its design have slipped to 2019.**

**91. What is your understanding and assessment of the Army's modularity transformation strategy?**

My understanding is the Army has completed modular transformation of combat and support brigades. Modular Transformation reorganized the Army's Operating Force from large division-sized formations designed to defeat traditional threats in conventional campaigns to more versatile and deployable brigade-sized units designed to support joint force requirements for full spectrum operations. Importantly, modularity has allowed the Army to organize as we fight, and standardized our brigade combat teams into three configurations - Armored, Infantry, or Stryker, and established adaptive, Joint Task Force capable headquarters at the 2-star level.

**92. If confirmed, what actions or changes, if any, would you propose relative to the Army's modular transformation strategy?**

The Army is constantly changing. If confirmed, I will continue to assess the requirements of the national strategy against known and emerging requirements and threats to ensure the Army provides the best force structure (both capacity and capability) to support Combatant Commanders and the Nation.

**93. What is your understanding and assessment of the employment and performance of modular combat brigades and supporting units in Operations Iraqi Freedom, New Dawn, and Enduring Freedom?**

I commanded modular brigade combat teams (BCTs) of all types in both Iraq and Afghanistan. The modular BCTs have greater utility across a broader range of military operations than those of previous brigade designs. In Iraq and Afghanistan, modular BCTs were effective during both combat and stability operations and far better at integrating the capabilities of other tactical elements of the Joint Force. Command and control functions are streamlined through the permanent task organization of critical core components such as engineer, field artillery, and military intelligence. Additionally, the standardized designs facilitated transitions and streamlined logistics.

**94. What changes, if any, would you propose to the modular design, the mix of combat and supporting brigades, or modular unit employment to improve performance or reduce risk?**

Currently, I have no proposals to change the Army's modular designs. As a matter of routine, the Army analyzes and assesses requirements, threats, performance and risk the optimal force mix and equipment, spread across the Total Force. The results of this analysis will continue to inform Total Force Policy, design and structure. If confirmed, I will continually review the designs of our units to ensure the proper force mix delivers the right capability at the right time to the Combatant Commanders.

**With respect to the Army's modular combat brigade force structure design, General Dempsey's June 2011 pamphlet titled "CSA's Thoughts on the Army's Future," directs the Army to assess the feasibility of adding a third maneuver battalion to each heavy and infantry brigade.**

**95. What is your understanding and assessment of the need to add a third maneuver battalion to the modular heavy and infantry brigades?**

Adding a third maneuver battalion to our brigade combat teams increases the Army's operational capability and flexibility and is the direct result of the lessons of 14 years of

war and operations around the world. The change makes the brigade more lethal, flexible, and agile. The reorganization also represents a transition to a force that is prepared to effectively operate across a broader range of potential missions.

**96. If confirmed, will you continue to implement the decision to add a third maneuver battalion to the heavy and infantry combat brigades? What force structure or capabilities would you propose to reduce in order to increase maneuver forces within the combat brigades?**

Yes, conversion will continue and is planned to be complete in the Active Component by the end of FY15. The addition of the third maneuver battalion is nearly complete in the Active Component and will begin next year for the Army National Guard. I believe the third maneuver battalion in a Brigade Combat Team provides the combat power necessary to dominate the battlefield at the tactical level.

**97. How will you manage this given the current drawdown of the Active Army?**

If confirmed, I will assess Combatant Commander requirements to ensure that we provide the best possible mix of capabilities within our end strength to support the National Military Strategy. The addition of a third maneuver battalion has been underway for years, and as a result, our brigade combat teams (BCTs) are more capable. Recent force structure reductions will diminish the aggregate capacity of the Army without affecting the remaining BCT's capability.

**Aviation Restructuring Initiative**

**98. The Aviation Restructuring Initiative is intended to fully modernize Total Army Aviation by 2028 and reorganize by 2019. Is this effort on track? If not, what challenges do you face?**

The Aviation Restructuring Initiative is on track to ensure our Total Army Aviation Force is fully modernized, ready, and tailored to meet mission demand in all three components. However, fiscal and resource constraints have limited the Army's flexibility.

Any significant changes to the proposed realignment of aircraft and units, or an increase in Army Acquisition Objectives will have an adverse effect on unit readiness, modernization programs, and industry partners. Current and projected Army force structure and funding levels and current Congressional appropriations allow us to keep the best, most modern aircraft; standardize the structure of our aviation brigades; and balance the capabilities across the components.

### **Total Army End Strength**

**99. Is the Total Army large enough to execute the National Military Strategy?**

The current CSA has testified “yes, but with significant risk.” The level of resourcing provided under the President’s Budget, the Army has sufficient capacity, although the ability to execute the strategy depends on more than end strength alone. Maintaining adequate readiness and capability are also necessary components. Readiness, capacity, and capability require sufficient, predictable budgets to plan against.

**100. Is an active duty Army of 450,000 large enough to execute all potential missions for the operational force while maintaining required capabilities in the institutional force?**

A 450K Active Army, 980K Total Army force provides the minimum capacity to execute the missions envisioned in the current national strategy at significant risk, while maintaining the required level of generating forces in the institutional Army. The risk to the force and missions increases if assumptions in the Defense Strategic Guidance (regarding the duration of conflicts, the contributions of our allies, and the nature and location of future threats) are invalidated.

**101. Can the active duty Army successfully execute its mission at an end strength of 420,000?**

The U.S. Army cannot execute the missions currently assigned in the National Security strategic guidance documents if the total Army is reduced to 920K (420K Active Component, 315K ARNG, 185K USAR).

### **The National Commission on the Future of the Army**

**102. Will you be prepared to receive and act on recommendations from the national commission in 2016?**

Yes.

### **"Institutionalizing" Support for Irregular Warfare**

A major objective of the Department over recent years has been increasing emphasis on lower-end, irregular, counterinsurgency, and stability type operations – all of which are areas that place a high premium and demands on Army capabilities. In order to ensure that a rebalance achieves this objective, and perhaps more importantly is then sustainable, senior leaders have stressed the need for the Department to "institutionalize and finance" the support necessary for the irregular warfare capabilities that have been developed over the last several years and will be needed in the future.

**103. What, in your view, does it mean to "institutionalize" capabilities and support for irregular warfare capabilities in the Army?**

The Army is institutionalizing capabilities and support for Irregular Warfare through the development of appropriate doctrine, organizations, training, materiel, leadership and education, personnel, facilities and policy (DOTMLPF-P) across the Army. Building on our experience of the last 14 years, Irregular Warfare has been institutionalized into doctrine, leader development and individual and collective training. The DOTMLPF-P is an ongoing and standing process.

**104. What is your understanding and assessment of Army efforts to date to institutionalize and support these capabilities?**

The last 14 years has demonstrated the Army's ability to identify and adapt needed capabilities. A key component to institutionalizing any capability is to appoint a lead office with responsibility and authority for its oversight. The Army has established the following leads for the core activities constituting Irregular Warfare:

- 1) The U.S. Army Special Operations Command (counterterrorism, unconventional warfare, foreign internal defense)
- 2) The U.S. Army War College's Peacekeeping and Stability Operations Institute (stability operations)
- 3) TRADOC's Combined Arms Center (counterinsurgency, security force assistance, asymmetric warfare).

The Army also serves as the Executive Agent for the Joint Center for International Security Force Assistance which supports the Joint Force. The Center for Army Lessons Learned, the Stability Operations Lessons Learned and Information Management System ensure that the capabilities and skill sets developed over the last 14 years of conflict remain relevant. If confirmed, I will continue to assess our progress and make any necessary adjustments going forward.

**105. In your view, what are the obstacles, if any, to institutionalizing this kind of support, and what will be necessary to overcome them?**

**While force structure and program changes may be necessary, they are unlikely to prove sufficient to achieve full institutionalization. The greater challenge may be found in changing Army culture, attitudes, management, and career path requirements and choices, for example through adjustments to organization, training, doctrine, and personnel policies.**

Fiscal uncertainty and the subsequent need to downsize remain the biggest obstacles to institutionalize and support these capabilities. As pressures for cuts in defense spending and force structures increase, the Army has to assess which of these capabilities it must retain and at what level. Finding the right balance is a challenge. Maintaining our

doctrine and lessons learned databases is achievable, but retaining all of the necessary force structure will be more challenging. The Army requires consistent, on-time funding to maintain readiness, achieve efficiencies, and ensure that the Total Force is prepared to meet the Defense Strategic Guidance and win in a complex world.

**106. In your view, what are the most important changes, if any, that might be necessary to complement programmatic changes in support of the further institutionalization of capabilities for irregular warfare in the Army?**

The most important changes are how we educate our leaders about the conduct of Irregular Warfare, to include Counterinsurgency (COIN), Unconventional Warfare (UW), Counterterrorism (CT), Foreign Internal Defense (FID), Stability Operations (SO), and Security Force Assistance (SFA). Through our professional military education, we must maintain competent and committed leaders of character with the skills and attributes necessary to meet the warfighting challenges of a complex world.

**Institutionalizing support for irregular, counterinsurgency, and stability capabilities in the force does not mean ignoring the requirement for the Army to be trained, equipped, and ready for major combat at the high-end of the full spectrum of operations.**

**107. If confirmed, how would you propose to prioritize and allocate the Army's efforts and resources to ensure that the force is prepared for major combat while at the same time it increases and institutionalizes support for irregular, counterinsurgency, and stability operations?**

Current global instability reinforces that irregular, asymmetric and hybrid threats will continue to be central to the future operating environment. Consequently, in accordance to the Army Operating Concept, we must train and educate our leaders to operate effectively in the spectrum of conflict against multiple conflict forms. In the training environment, we are replicating those threats and conditions to ensure the Army is able to operate in the increasingly complex global security environment. We maintain a responsive training system underpinned by a robust lessons learned process and professional military education that incorporates both regular and irregular war to ensure the Army is ready. In light of changing threats and the evolving operating environment, we continuously review all areas in the span of DOTMLPF-P to ensure the Army remains well set to face emerging challenges. This ensures the Army is able to respond rapidly to crises and skillfully transition between types of military operations as the threat changes.



### **Equipment Repair/Reset**

- 108. In your view, is this level of funding sufficient to not only prepare Army forces for operations in Afghanistan but to also improve the readiness of non-deployed forces for other potential contingencies?**

From my understanding, the Army requested the funding it needs to restore combat capability to the equipment returning from Afghanistan, commensurate with the Army's enduring need for this equipment.

- 109. Is it your understanding that our repair depots are operating at full capacity to meet rebuild and repair requirements for reset?**

From my understanding, our repair depots are meeting our rebuild and repair requirements.

- 110. What additional steps, if any, do you believe could be taken to increase the Army's capacity to fix its equipment and make it available for operations and training?**

If confirmed, I will assess the Army's current capacity to repair and replace equipment and make recommendations if necessary. The Army will continue to explore new technologies and emerging methods to fix equipment and support logistic operations.

- 111. What impact is this level of funding likely to have, if any, on the ability of Army National Guard units to respond to Homeland Defense and support to civil authorities' missions?**

Support to the homeland is the Total Army's highest priority. Homeland defense and support to civil authorities centers on the Army National Guard but utilizes assets from all components. Since the Army National Guard is a component of the Total Army, it will be affected by decreases in the levels of funding. Decreased funding will have a negative impact on the Total Army (Active, National Guard, and USAR) readiness levels with decreased capability to respond to Homeland Defense and Support to Civil Authorities.

### **Special Operations Enabling Capabilities**

- 112. If confirmed, how would you work with the Commander of USSOCOM to address the enabling requirements of Army SOF throughout the deployment cycle?**

The Army works closely with the Joint Staff and USSOCOM in the Global Force Management process to ensure resources are provided to Geographic Combatant Commanders in accordance with Department of Defense priorities. Additionally, Army SOF and conventional interoperability training remains a top priority at the Combined

Training Centers to ensure units maintain the level of shared understanding developed throughout the last 14 years of conflict. We value our relationship with USSOCOM and continue to evaluate the way we support all Geographic Combatant Commands. The continued refinement of the Regionally Aligned Force concept and establishment of a Department of the Army level liaison cell within USSOCOM should optimize the support the service can provide. Sustaining the close relationship that conventional forces and SOF have developed during combat operations over the past decade and a half is a key training priority.

**113. Do you agree that Army special operations personnel should be managed by U.S. Special Operations Command? Please explain.**

No, the Army has considerable interaction with the U.S. Special Operations Command related to the assignment and development of its personnel. If confirmed, I will work with the Secretary of the Army to ensure current personnel management policies related to all Combatant Commands are adequate.

**Active Army Readiness**

**114. Does the Army have adequate readiness levels? If not, why?**

As a result of the Budget Control Act and increased global demand, the Army implemented a sustained readiness approach to maintain a contingent response capability and fulfill current requirements. With the implementation of the Budget Control Act, the Army has only been able to sustain approximately one-third of the Regular Army (Active Component) at acceptable combat readiness standards. Our objective is to maintain two-thirds of the active component at combat ready standards. Similarly, we have not been able to maintain Army National Guard units at acceptable levels of readiness. The principal driver for this status is inadequate funding to maintain appropriate levels of capacity, readiness, and modernization.

**115. What must be done to improve readiness levels of the active Army?**

Consistent and predictable funding is necessary to restore the appropriate balance between modernization, procurement, end-strength and force structure. This will stabilize the resource elements of Army Readiness: Manning, Equipment, Sustainment, Training and Installation Support. This stability coupled with continued gains in training proficiency over time will allow the Army to address current global demand, while maintaining the readiness required to support National Military Strategy contingency requirements.

**116. What percentage of active Army units must be fully ready?**

Readiness requirements are determined across the Total Force based on time, capacity, and capability—against planning contingencies, combatant command requirements, and resources. Because of the constrained fiscal environment, only about 30% of Army brigades are at acceptable levels of combat readiness. The U.S. Army BCT combat readiness rate should be between 60 – 70%.

**117. How would you characterize Army readiness in its deployed and non-deployed units?**

All Army units and Soldiers actively supporting Combatant Commands deploy at the highest levels of assigned mission readiness. Outside of deployed forces, the Army has had to focus resources on a small number of non-deployed brigade combat teams and enabling forces for the global response force. For those non-deployed units at lower readiness levels, it will take longer to get them ready to get to the fight, potentially losing opportunities with rapid deployment, or sending those units quickly but less ready and risking higher casualties.

**118. Do you believe the current state of Army readiness is acceptable?**

The CSA, GEN Odierno, has testified that currently the Army provides a sufficient amount of forces to fulfill all the requirements of the Defense Strategic Guidance but at “significant risk” due to readiness. Given current readiness levels and uncertain global demands, if confirmed, I will assess our readiness levels closely as our #1 priority and provide candid military advice on our capability to meet requirements.

**119. How do you see operations in Iraq and Afghanistan impacting the readiness of Army forces that may be called upon to respond to an attack or another contingency?**

Global demand for Army forces continues to consume resources needed to rebuild Army readiness required for contingency plans. Iraq and Afghanistan are not the sole source of demand. Reductions in planned demand have been supplanted by growth in un-forecasted global requirements. With decreasing force structure capacity and resources, the Army prioritizes readiness efforts for Iraq, Afghanistan, and elsewhere at the expense of the non-deployed force readiness. The Army will need more time to ready and deploy additional forces to meet contingencies, potentially incurring higher casualties or jeopardizing mission accomplishment.

**Reserve Components as an Operational Reserve**

**120. What is your understanding and assessment of the Army's reserve components in regard strategic depth?**

I am mindful that, as established in federal statute, the purpose of our Reserve Components – the Army National Guard of the United States and the United States Army Reserve – is to provide trained units and qualified persons for active duty whenever more units and persons are needed than can be provided by the Regular Army. As such, our Reserve Components fulfill many operational demands as well as providing strategic depth. If confirmed, I will continue to ensure the Total Army is ready to meet the needs of Combatant Commanders.

**121. In your view, what are the major challenges to maintaining and enhancing the Army Reserve and Army National Guard as a relevant and capable operational reserve?**

As resources and opportunities for training and operational deployments decrease, our principal challenges for preserving the reserve components as an operational reserve are retaining relevant operational experience and readiness. Both the Army National Guard and the U.S. Army Reserve are critical to the Nation's defense to provide strategic depth and as an operational reserve. I am, therefore, deeply committed to maintaining their readiness as a top priority.

**122. What are your views about the optimal role for the Reserve Component forces in meeting combat missions?**

Combat missions are conducted by all types of units from all three of our components- Regular Army, Army National Guard, and the U.S. Army Reserve. The Army must retain the authority to integrate personnel and units from all three components to provide our Joint force commanders with the best Army force mix for the job at hand. In some cases, depending on the types of units required and the specific mission, our Reserve and Guard forces can effectively fulfill early deploying requirements. In other cases, they are better suited for providing operational and strategic depth. The optimal role for reserve component forces will depend on the specific mission requirement generated by the combatant commanders and requires careful analysis of mission, enemy, terrain, troops available, and significantly, the time required to respond to the combatant commander requirement.

**123. In your view, should the Department of Defense assign homeland defense or any other global or domestic civil support missions exclusively to the Reserve?**

No. The Nation needs the flexibility to employ personnel and units from all three components to fulfill the operational demands of our state governors and combatant commanders.

**124. In your view, how will predictable cycles of 1 year mobilized to 5 years at home affect the viability and sustainability of the all-volunteer Reserve force?**

Soldiers, Families, and employers have shown strong support for the one year mobilized to five years at home rotation rate goals as established by the Secretary of Defense. Additionally, mobilization experience from the last decade substantiates this as well. The viability of the All Volunteer Force is inextricably linked across all components. Sustainment of the All Volunteer Force across all three Army components- Regular Army, Army National Guard, and U.S. Army Reserve- is critical to the long term security of the United States. If confirmed, I will remain committed to ensure the operational tempo of all three Army components is structured at a pace to sustain the All Volunteer Force.

**Advocates for the National Guard and Reserve assert that funding levels do not meet the requirements of the reserve components for operational missions.**

**125. Do you agree that the Army's reserve components are inadequately resourced, particularly in view of the commitment to maintaining an operational reserve?**

No, but I do agree that the spending caps under the Budget Control Act have placed significant downward pressure on our budget such that a number of hard choices have been made and will need to be made if relief does not come. Most of those hard choices have been disproportionately taken in the Total Army by the Active Component. In fact, as Total Army resources have been reduced since 2011, the proportional share of available Total Army resources allocated to our Reserve and Guard forces has increased. According to Army projections for Fiscal Year 2021, Reserve and Guard shares of the Army budget will have increased by 12.7 percent and 27.8 percent, respectively, since Fiscal Year 2001. Resourcing of any Army component or any Army program is a reflection of the total resources provided to Department of the Army to fulfill its statutory and strategic roles and responsibilities. If confirmed, I will work to ensure that our Reserve Components are resourced to provide the Army both operational reserve and strategic depth as we train to confront current and future threats.

**National Guard**

- 126. What is your understanding and assessment of changes in the global and domestic roles and missions of the Army National Guard and the National Guard Bureau in the last decade?**

The Army National Guard of the United States remains one of two viable and important reserve components in the Army. As the Army's global and domestic roles and missions change, the personnel and units from all three components will be employed to meet demand. The experiences of the last decade illustrate this. We have learned that "reserve" is no longer solely defined by geography, but also includes both capacity and response time.

- 127. What is your understanding and assessment of the Army's commitment to fully fund Defense Department requirements for Army National Guard equipment?**

PB16 funds Total Army endstrength of 980K. General Odierno assesses this as "significant risk" and sufficient to fulfill the 2012 DSG but at "significant risk." PB16 does not fully fund modernization. These shortages are shared across the Total Force.

At this time, the Army cannot afford to fully fund requirements, to include equipment for any of the components – Regular Army, Army National Guard, and U.S. Army Reserve. If confirmed, I will work to balance forces, readiness, and modernization across the Total Army to best fulfill our responsibilities within the Defense Strategy given the resources we are given.

- 128. In your view, do Army processes for planning, programming, budgeting, and execution sufficiently address these requirements for National Guard equipment?**

Requirements for National Guard equipment and the two other Army components are driven by the process of "Total Army Analysis" of how the Army will fulfill the National Military Strategy. The challenge is managing risk by balancing forces, modernization, and readiness across all components to fulfill Army roles and responsibilities for national defense.

The PPBE process is adequate for the Total Force to include the National Guard. What is lacking is sufficient funds for all the components. Shortages reflect resourcing shortfalls vice processes.

- 129. If confirmed, how would you ensure that these equipment needs of the Army National Guard are fully considered and resourced through the Army budget process? In your view, what is the appropriate role for the Chief of the National Guard Bureau in this regard?**

If confirmed, I would work closely with the Secretary of the Army to fulfill the strategic and fiscal guidance provided by the President and the Secretary of Defense within the resource levels provided. Federal statute clearly defines the advisory role of the Chief of the National Guard Bureau. The Director of the Army National Guard, on behalf of the Chief of the National Guard Bureau, is a full participant in the discussions and deliberations of how we equip the Army and if confirmed, I will work closely with the Director of the National Guard to meet the Total Army resourcing challenges.

- 130. What is your understanding and assessment of the role and authority of the Director of the Army National Guard, and, in your view, how does this compare with the role and authority of the Chief of the Army Reserve?**

The Chief of the Army Reserve is also the Commanding General of U.S. Army Reserve Command, and exercises command authority over all U.S. Army Reserve personnel and units assigned to the command. As such, the Chief of the Army Reserve can more readily adapt Army Reserve forces and programs to dynamic strategic and fiscal guidance. The Director of the Army National Guard on the other hand does not command the Army National Guard. By law, when not federalized, personnel and units of the Army National Guard are controlled by the Governors of the 54 states and territories to which they are apportioned. When federalized, they usually fall under the command of the Commander, U.S. Army Forces Command, before they are provided to a combatant commander in response to a request for Army forces. The Director of the Army National Guard assists the Chief of the National Guard Bureau in the performance of his or her duties.

### **Family Readiness and Support**

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

- 131. What do you consider to be the most important family readiness issues for soldiers and their families?**

If confirmed, I will continue to maintain Family readiness by fully supporting the important range of services and programs that provide Soldiers peace of mind that their Families are being cared for during long deployments, changes of station and continued times of high operational tempo. At issue here is adequacy of funding to enable our support. I will sustain the Army's commitment to a high quality of life for Soldiers,

Families and civilians. Our program for this is Total Army Strong, which provides commanders the ability to tailor services and programs to meet the needs of local military community.

Programs and services such as the Exceptional Family Member Program (considers family members with special needs during the assignments process), Child Development Centers (provides Soldiers with affordable, quality day care), and the Financial Readiness Program (offers Soldiers financial counseling throughout their careers) are just a few examples of the different ways the Army enables Soldier and Family readiness.

**132. How would you address these family readiness needs in light of future reductions in end strength?**

If confirmed, my goal would be to maintain an Army of strong and resilient Soldiers and Families. I would, however, as a result of the Army's upcoming end-strength reductions, focus on the Army's Soldier for Life (SFL) initiative that emphasizes the Army's commitment to those who serve from the day the recruit reports for duty through transition and continued service as a veteran. The SFL program will provide many opportunities for Soldiers and Families leaving the Army as a result of the drawdown.

**Military Quality of Life**

**The Committee is concerned about the sustainment of key quality of life programs for military families, such as family support, child care, education, employment support, health care, and morale, welfare and recreation services, especially as DOD faces budget challenges.**

**133. If confirmed, what further enhancements, if any, to military quality of life programs would you consider a priority in an era of intense downward pressure on budgets?**

With the restructuring of the Army and the current fiscal climate, if confirmed, I would apply resources to programs and services that have the greatest impact on sustaining Soldier and Family resilience and thereby Army readiness. I would also look to partner with the other Military Departments and local communities to assist the Army in ensuring availability of key programs as reasonable cost to all Soldiers and Families, and to strengthen the Army's Soldier for Life initiative. If confirmed, I would also want to hear from our Soldiers and Families about those programs that are most important to them and those services that they need but we are not providing.



## **Suicide Prevention**

**134. What is your assessment of the Army's suicide prevention program?**

We need to do more for our Soldiers and Family Members when it comes to preventing suicide and mitigating the factors of suicide and other high risk behaviors. Our Ready and Resilient efforts deliver training, tools, and resources to improve Soldiers performance, strengthen their resilience and make them stronger and the Army has made good progress in the last few years. However, more work needs to be done. If confirmed, I will work with the Secretary of the Army to continually assess this program to ensure we are meeting the needs of our Soldiers and that we continue to understand the myriad of causes that lead to self-harm. I am committed to prevention and intervention to help Soldiers who are suffering and risk harm to self.

**135. In your view, what role should the Chief of Staff of the Army play in shaping policies to help prevent suicides and to increase the resiliency of all service members and their families?**

If confirmed, my role is to work with the Secretary of the Army to provide policy and resources to Commanders to help them prevent suicides and increase resiliency in the force. In my view, suicide preventions continue to be a priority mission for all commanders and Soldiers.

**136. If confirmed, what actions will you take to ensure that sufficient mental health resources are available to service members in theater, and to the service members and their families upon return to home station?**

If confirmed, I will ensure that Soldiers and their Family Members have access to quality mental health care. As one of my priorities, the Army will continue to make quality behavioral health care available in innovative ways, such as embedded providers with combat units in theater and at home station. We will continue to lead the DoD in placing providers where Soldiers' families can also easily access mental health care. It is critical that Soldiers view seeking mental health care as a sign of strength. I will maintain the focus on mental health care and take every opportunity to improve on the gains made in the past several years.

## **Medical Care for Wounded Soldiers**

**137. Is the Army adequately resourced to provide all needed combat medical support in our active theaters?**

At the current rate of Combatant Commander demand, we are adequately resourced to provide the needed combat medical support in our active theaters. The nature of the strategic environment requires the Army to continuously assess its capabilities and force

requirements. It has taken years to achieve the medical size, structure, and capability required. Total Army Analysis has resulted in a medical force sufficient to support combatant commands, that best meets guidance under established resource constraints, and that fulfills the roles and missions we ask of these key battlefield enablers.

**138. Is the Army adequately resourced to care for Soldiers in the continental United States and overseas garrisons?**

Current funding levels provide adequate resources to sustain medical readiness and provide quality healthcare for Soldiers worldwide. Army Medicine continues to seek efficiencies and opportunities to collaborate with other services, the Veteran's Affairs, and the private sector to minimize costs. The successful transition to a System for Health is vitally important to the survival of Army Medicine as an affordable and viable means to maintain the force.

**139. How does the Army provide follow-on assistance to wounded personnel who have separated from active service?**

The Army's primary system to assist our wounded personnel separating from active service is through the Soldier for Life Transition Assistance Program (SFLTAP). This program provides points of contact for assistance once out of the military. For the population consisting of the most seriously wounded Soldiers, they may qualify for the Army Wounded Warrior Program, whose cadre maintains contact with seriously injured veterans to provide a continuum of care and support as well as smooth transition to the Department of Veteran Affairs. We also refer Wounded Warriors who qualify to the Veterans Affairs Vocational Rehabilitation and Employment program that further assists in the transition process.

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

Warrior care will remain an Army priority; it is an enduring mission and our sacred obligation. The Army will remain committed to ensuring our wounded, ill, and injured Soldiers have the best health care possible to either successfully remain on active duty or transition from military service and into communities as productive Veterans. Additionally, we will continue our collaboration efforts with Veterans Affairs to facilitate the seamless transition for our Wounded.

**141. What is your understanding and assessment of the Army's disability evaluation system?**

The Army is committed to ensuring that all Soldiers receive the care they need and the benefits they have earned through their selfless service. It is my understanding that the disability evaluation system (DES) is approaching a steady state balance, as Soldier disability cases are completed at a rate equal to or greater than cases being enrolled on a monthly basis. Collaboration between the Physical Disability Agency, Medical Command/Office of the Surgeon General and the Veteran's Affairs, and the application of increased manpower and resources have dramatically improved capacity, created efficiencies and reduced timelines. Average time of completion for Active and Reserve Component Soldier cases now meets and exceeds OSD Warrior Care Policy goals. The DES Dashboard provides transparency and predictability for Soldiers, Families and Commanders and Soldiers are increasingly satisfied with their understanding of the process and the amount of time it takes to complete DES. My assessment is that maintaining timelines and improvements will require continued commitment of resources in order to care for our most precious asset – our Soldiers. If confirmed, I will be committed to ensuring we sustain our progress and continue to improve where possible.

**142. Is the Total Army Health care system adequate to meet the health care needs of Soldiers, families and retirees?**

Army Medicine is well prepared to support the health care needs of Soldiers, Families and retirees. The Army direct care system is made up of 32 primary military treatment facilities and smaller clinics across our camps, posts and stations. There is also care available through TRICARE contracts near military bases. In addition, beneficiaries may access care through non-contracted providers in the areas not supported by TRICARE contracts. There are also virtual resources available to beneficiaries, such as nurse advice line, that supplement face to face care.

**Prevention of and Response to Sexual Assaults**

**The Fiscal Year 2014 Department of Defense Annual Report on Sexual Assault in the Military reflects that substantiated reports of sexual assault in the Army resulting in preferral of court-martial charges increased by 56% from 272 reports in fiscal year 2013 to 424 reports in fiscal year 2014.**

**143. What is your assessment of this report?**

Any sexual assault in the U.S. Army is unacceptable. Recent survey data estimates that the prevalence of sexual assault in the military is decreasing. At the same time, reports of sexual assault have seen unprecedented increases in the last three fiscal years. The Army views these results as indicators of a continued growing trust and confidence in our system, as more victims are reporting. However, if confirmed, this issue will have my full attention and continued intense focus on this issue by commanders at all levels.

**144. What is your assessment of the problem of sexual assaults in the Army?**

Sexual assault has no place in our Army and I am personally committed to its elimination. Sexual assault not only has a long-lasting effect on the individual victim, but it also erodes unit readiness and command climate. If confirmed, this issue will have my full attention.

**145. What is your assessment of the Army sexual assault prevention and response program?**

As I said earlier, any sexual assault is unacceptable. I see some positive progress and have been told the Army Sexual Harassment/Assault Response and Prevention (SHARP) Program is moving in the right direction. However, I also believe that there is still much work to be done. We must continue to increase reporting and eradicate prevalence. We must focus on the issue of retaliation to ensure that victims feel safe in reporting and that we have established a command climate that demands dignity and respect for all Soldiers, Civilians and Family Members. This issue will have my personal attention.

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

Protecting and supporting the victim of sexual assault is imperative. Though Army policy favors unrestricted reporting as a bridge to offender accountability, I understand that some victims do not want an investigation for a variety of personal reasons. In those instances, restricted reporting is a vital avenue to allow these Soldiers to obtain advocacy, medical, mental health, and legal services. If we do this right, the services and support provided to victims who initially make a restricted report will provide those victims with the confidence to convert to an unrestricted report. I believe that allowing victims options and multiple avenues for reporting sexual assault has been and will remain critical to our progress.

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

Commanders and anyone in a leadership position must set, teach, and enforce the best possible standards for supporting victims of sexual assault. Specifically, committed, engaged leadership and grass-roots prevention campaigns at the squad leader level are critical to providing the necessary support to victims of sexual assault. Commanding officers are also responsible for setting positive command climates that not only help prevent the crime of sexual assault but also provide a safe environment where victims feel confident coming forward to report. The entire chain of command is absolutely critical in creating a climate that prevents sexual assault, protect the victims, and hold

the perpetrators fully accountable in accordance with appropriate legal processes. Our current focus is on the challenge of retaliation. Commanders must have visibility of any potential retaliation or reprisal and must monitor investigations to ensure appropriate accountability.

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

The Army provides several resources to aid victims of sexual assault, including local Medical Treatment Facilities, Sexual Assault Response Coordinators (SARCs), Victim Witness Liaisons (VWLs), family advocacy, social services, chaplain services, and legal services. Army psychiatric counselors and chaplains are confidential counseling channels.

The Army has transformed response services over the past years, including professionalizing the Sexual Assault Response Coordinators and Victim Advocate education, implementing the Special Victim Counsel (SVC) program, and establishing one-stop shops for victims in SHARP Resource Centers. The U.S. Army Medical Command sexual assault medical management team is designed to provide immediate and long-term patient care, which includes assessment and treatment of acute medical injuries, assessment of risk for pregnancy, options for emergency contraception, assessment of risk of sexually transmitted infections, including HIV prophylaxis, to necessary follow-up care and services. All patients are offered a referral to behavioral health at their first medical encounter and are encouraged to receive psychological care and victim advocacy support. In addition, there are long-term care plans tailored to meet the individual's patient's medical and behavioral health care needs.

The Army SVC Program makes available to all sexual assault victims a specially trained and certified military attorney to represent the victim during all phases of a case, including investigation, military justice and administrative proceedings. The SVC is also a legal assistance attorney who provides both independent representation to the victim in the military justice context, and help with any legal issues the victim might have. This allows victims to form an attorney-client relationship with one attorney to whom they can turn for all their legal needs. To provide maximum coverage across the force and facilitate face-to-face communication between the SVC and victim, the Army maintains approximately 75 SVC stationed at 35 locations. I believe this is the right model for the Army and adequately protects the legal interest of sexual assault victims.

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

The Army has made significant, measurable progress to prevent sexual assaults both at home and in deployed locations, but there is much more work to be done. I have been and will remain committed to combating this serious crime. If confirmed, I will build on the hard work that has been done and will ensure that Army leaders and Soldiers across all our formations know that preventing sexual assault is one of my highest priorities.

**150. What is your view of the adequacy of the training and resources the Army to investigate and prosecute allegations of sexual assault?**

The Army has one of, if not the best training programs for sexual assault investigators in the Nation. The basic two-week course is taught by nationally recognized civilian experts in trauma, alcohol facilitated sexual assaults, and the psychological effects of sexual assault. Course instructors also include experts in the medical aspects associated with child sexual assault, and renowned civilian police experts from highly regarded special victim investigative units. Additionally, I have been informed that the course's lead instructor, Mr. Russ Strand, developed the Forensic Experiential Trauma Interview (FETI) technique. This innovative interview technique has been crucial to obtaining thorough and detailed testimonial evidence from victims of sexual assault, thereby setting the stage for successful prosecution. Mr. Strand was recognized with the Visionary Award by the Ending Violence Against Women International Association for his work on this advancement. Furthermore, the sexual assault investigation course and training are being taught to civilian law enforcement agencies, and college campus police, throughout the U.S. and Canada. The training has been nominated for the 2015 International Association of Chiefs of Police/Thomson Reuters Award for Excellence in Criminal Investigations. I have been informed that over half of the Army investigators in the field have received this training, and are employing its principles and processes daily, worldwide. Follow-on training courses focus on domestic violence, child abuse and advanced forensic crime scene processing. As a result, the Army's investigators bring unmatched investigative capabilities to the installations' special victim teams. Furthermore, it is my understanding that the Army has resourced its Criminal Investigation Command, with 30 specially trained, expert civilian Sexual Assault Investigators (SAIs), and stationed them at key locations around the world. Each SAI brings the wealth of his/her training and expertise to every sexual assault investigation. Additionally, the SAIs use their knowledge and expertise to mentor less experienced investigators. Working hand-in-hand with specially trained sexual assault prosecutors, the special victim capability teams on each Army installation work tirelessly to ensure that all available evidence is collected and recorded to ensure successful prosecutions.

The military justice system has undergone the most comprehensive revision since its implementation more than 50 years ago. Time is needed to implement and assess these changes. The training and resourcing of specially-selected and trained investigators and prosecutors has been a focus of Army efforts and has resulted in improved proficiencies for accountability. If confirmed, I will ensure that the Army continues to focus on these critical functions.

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

I firmly believe the role of the commander is central to sexual assault prevention within the military including those behaviors and actions that could lead to sexual assault. The commanding officer of every unit is the centerpiece of an effective and professional warfighting organization. They are charged with building and leading their teams to withstand the rigors of combat by establishing the highest level of trust throughout their unit.

Commanding officers are responsible for setting and enforcing a command climate that demands dignity and respect for all Soldiers. Trust in the commander and fellow Soldiers is the essential element in everything we do. Developing this trust, dedication, and esprit de corps is the responsibility of the commanding officer. They do this by setting standards, training to standards, and enforcing standards that clearly demonstrate intolerance to sexual assault. If confirmed, I will ensure standards for sexual assault prevention are met.

**152. Surveys report that up to 62 percent of victims who report a sexual assault perceive professional or social retaliation for reporting. If confirmed, what will you do to address the issue of retaliation for reporting a sexual assault?**

The issue of professional or social retaliation is deeply concerning and the Army has been working proactively to address what is a complex and challenging aspect of changing a culture. Past efforts have included the expedited transfer program and the implementation of the Special Victim Counsel. Most recently, the Army has spoken with and surveyed victims, implemented policy to prohibit retaliation, developed training to assist Soldiers in identifying and preventing retaliation, and implemented policy to investigate and monitor all allegations of retaliation.

Based on recent surveys, the Army has sharpened its focus on addressing retaliation. The Army has implemented policy, adapted training, and begun collecting data for analysis. Committed, engaged leadership and grass-roots prevention campaigns at the squad leader level are critical to solving the problem of retaliation.

**153. Sexual assault is a significantly underreported crime in our society and in the military. If confirmed, what will you do to increase reporting of sexual assaults by military victims?**

Recent survey data shows the Army is making significant progress in strengthening the Army culture in order to reinforce positive command climates where victims: are encouraged to report sexual assaults; know they will receive the best medical care and support services; their incidents will be thoroughly investigated by independent law enforcement experts in coordination with specially trained and selected Special Victim Prosecutors; and feel confident that offenders will be held appropriately accountable.

Indicators of this progress include a significant decrease in prevalence, particularly for female Soldiers, combined with an unprecedented increase in reporting. In the past year, the Army also experienced the highest conversion rate from restricted to unrestricted reports (triggering command notification and law enforcement investigation) since the inception of restricted reporting in 2005. The Army has also seen a substantial increase in the percentage of male victims reporting, an encouraging trend in one of the most challenging aspects of this fight given the complex nature of male on male assault.

**154. In your view, what would be the impact of requiring a judge advocate outside the chain of command, instead of a military commander in the grade of O-6 or above as is currently the Department's policy, to determine whether allegations of sexual assault should be prosecuted?**

The Commander is responsible for everything the unit does and fails to do. This responsibility cannot be overstated. I strongly support the Department's current policy. The Uniform Code of Military Justice operates both as a criminal justice system and a critical component of a commander's authority to maintain good order and discipline. I believe our Soldiers and national security interests are best served by retaining the military commander's key role in the military justice decision process. While I greatly value the advice and recommendations of our highly proficient judge advocates, I firmly believe the military commander's role is indispensable in the prosecutorial process. With this responsibility comes accountability. I also strongly support holding those few commanders who fall short of their responsibilities accountable for their actions or inaction.

When a unit enters combat, success is directly dependent on the Commander's ability to enforce his or her orders and standards. The Commander's authority to refer charges to court-martial, especially for the most serious offenses such as sexual assault, is essential.



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

I am encouraged by the progress the Army has made, but there is much more work to be done. If confirmed, I am committed to sustaining the momentum and progress. We have focused significant efforts on senior leadership engagement to address this cultural issue. To achieve continued progress we will place additional emphasis on junior leader/first line leaders taking ownership and helping to achieve the culture of dignity and respect required to eradicate sexual assault in our Army.

**156. What is your assessment of the effect, if any, of recent legislation concerning sexual assault on the capability of Army commanders to prosecute sexual assault cases, including cases where prosecution is declined by civilian prosecutors?**

The Army is in the process of implementing all the requirements of the FY14 NDAA concerning sexual assault and the capability of Army commanders to prosecute sexual assault cases. It is too soon in the process to evaluate the effects of all of the changes. The Army, like the other Services, will be carefully studying the effects, both intended and unintended, of all of the rapid and robust changes to the military justice system over the past few years and we will share our observations with Congress.

**Religious Guidelines**

**American military personnel routinely deploy to locations around the world where they must engage and work effectively with allies and with host-country nationals whose faiths and beliefs may be different than their own. For many other cultures, religious faith is not a purely personal and private matter; it is the foundation of their culture and society. Learning to respect the different faiths and beliefs of others, and to understand how accommodating different views can contribute to a diverse force is, some would argue, an essential skill to operational effectiveness.**

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

A number of religious (and belief) accommodation protections are afforded to Soldiers beginning with the First Amendment and proceeding through Title 10, DoD Directives, and Army policies. Yes, I believe our current protections appropriately balance the Army's compelling interest in unit cohesion and good order and discipline, on the one hand, and Soldiers' adherence to their religious beliefs, on the other.

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

Yes, current law and policy appropriately balance unit cohesion and good order and discipline with individual expressions of belief. Leaders at all levels develop Soldiers to embody Army values, which emphasize the importance of treating others with dignity and respect. These values help create a culture of respect for the religious rights and expressions of others, including those who hold to no religious beliefs.

**159. In your view, does a military climate that welcomes and respects open and candid discussions about personal religious faith and beliefs in a home-port environment contribute in a positive way to preparing U.S. forces to be effective in overseas assignments?**

It has been my experience that being tolerant and accepting of differences is a virtue valued by our Soldiers, and I believe this has been the case since our Nation's founding. America's Soldiers are diverse. Treating others respectfully clearly has a positive impact on operations within or outside of our Nation.

**160. Would a policy that discourages open discussions about personal faith and beliefs be more or less effective at preparing service members to work and operate in a pluralistic environment?**

In my opinion, denying varying attitudes or opinions does not provide an opportunity to work through any differences that may exist. The Army develops leaders and builds teams. Part of that process involves respecting each other's values and beliefs as Americans, without forcing others to accept those values or beliefs.

**161. In your view, when performing official military duties outside a worship service, should military chaplains be encouraged to express their personal religious beliefs and tenets of their faith freely, or must they avoid making statements based on their religious beliefs?**

As I understand current legal protections, all service members' beliefs and the expression of those beliefs are protected. When opinions are expressed, religious or otherwise, in thoughtful consideration of those hearing the discussion or comment, an opportunity for meaningful dialogue is opened. All Soldiers must treat each other with dignity and respect within The Army Profession.

- 162. Do you believe chaplains should be tasked with conducting non-religious training in front of mandatory formations, even if they may be uniquely qualified to speak on the particular topic, such as suicide prevention or substance abuse? If so, do you believe guidance provided to those chaplains on what they should and should not say with respect to their faith is adequate?**

If confirmed, I will seek the advice of the Chief of Chaplains, the member of the Army Staff charged with advising me on these and other matters. Chaplains serve in two distinct roles as officers in our Army, both as staff officers and religious leaders. Chaplains have historically maintained a balance in both of those roles and in their functions of providing religious support and advising commanders. If confirmed, I will review the guidance on this topic and assess if it is adequate.

### **Joint Officer Management**

- 163. What is your assessment of the effectiveness of the Goldwater-Nichols-required Joint Qualification System?**

Without question, Goldwater-Nichols has brought a joint mindset to military operations and in doing so improved the Department of Defense. Clearly collaboration among Services has improved. If confirmed, I will work with the Secretary of the Army to determine to what extent Goldwater-Nichols supports the Force of the Future and what, if any changes might be needed.

- 164. Do you think additional changes in law or regulation are needed to respond to the unique career-progression needs of Army officers?**

While I do not now see any urgent need for change, if confirmed, I will work with the Secretary of the Army to determine to what extent the current laws and regulations support the Force of the Future in a changing environment.

- 165. In your view, are the requirements associated with becoming a Joint Qualified Officer, including links to promotion to general officer rank, consistent with the operational and professional demands of Army line officers?**

Yes, in my judgment, it is important that Army General Officers be joint qualified.

**166. If not, what modifications, if any, to the requirements for joint officer qualifications are necessary to ensure that military officers are able to attain meaningful joint and service-specific leadership experience and professional development?**

I feel the joint requirements are adequate today and, if confirmed, I will work with the Secretary of the Army to manage the officer corps so as to preserve the joint qualification process in the future.

**167. In your view, what is the impact of joint qualification requirements on the ability of the services to select the best qualified officers for promotion and to enable officer assignments that will satisfy service-specific officer professional development requirements?**

I feel the joint requirements are adequate today and help identify the best officers for promotion. If confirmed, I will work with the Secretary of the Army to manage the impacts on the officer corps.

**168. Do you think a tour with a Combatant Command staff should count toward the Joint tour requirement?**

Yes. Combatant Commanders are inherently joint and provide a rich professional experience.

#### **Department of the Army Civilian Personnel**

**The committee continues to have an acute interest in the Department of Defense civilian and contractors who support our soldiers.**

**169. What is your assessment of the current morale of the Department of the Army civilian and contractor workforces?**

The Army civilian workforce has been nothing short of stellar and steadfast in support of our Army at war. That said, I am concerned with the impact on morale of several years of pay freezes, a year without performance bonuses, two rounds of furloughs, and messages about downsizing. If confirmed, I will work with the Secretary of the Army to ensure we maintain visibility on morale of our workforce. Maintaining positive civilian morale is as important as Soldier morale to the readiness of the Total Force.

**170. What do you believe is the appropriate proper balance of manpower between Department of the Army for uniformed personnel, civilian Department employees, and contractor personnel?**

The appropriate balance should reflect the primacy of the warfighter; the Army needs sufficient civilian employees and contract support to ensure the most efficient and effective use of uniformed personnel. That differs at each echelon of command and by installation and organization. If confirmed, I will work with the Secretary of the Army to ensure we maintain an appropriate balance of manpower which provides the Nation the most effective use of all available resources.

**171. What workforce flexibilities do you consider necessary for the Department of the Army to better manage its workforce?**

The Army requires greater flexibility from Recruiting and Accession to Development, Employment, and Transition to better manage its workforce. If confirmed, I'll work closely with the Secretary of the Army to examine the policies and resources required to obtain this flexibility that allows us to retain top talent.

**172. How will you manage the further reduction of civilian employees?**

As needed, the Army will continue to promote voluntary measures as much as possible to reduce the civilian workforce. Commands are encouraged to use reshaping tools such as release of temporary employees, not extending temporary and term employees, separation of highly qualified experts (HQE), separation of re-employed annuitants, attrition, management-directed reassignments, hiring controls, the Department of Defense Priority Placement Program and Voluntary Early Retirement. If confirmed, I will work with the Secretary of the Army to manage reductions in a responsible and compassionate manner.

**Acquisition**

**173. Has acquisition as currently conducted provided the Army weapons, equipment and supplies effectively and in a cost efficient manner?**

The defense acquisition system needs to improve in timeliness and cost effectiveness in order to provide our Soldiers with the systems, technologies, and equipment to dominate our adversaries.

**174. Does the current acquisition system ensure the Army is fully modernized in a timely manner?**

The complexity of processes and rules in the defense acquisition system limit flexibility and add time and cost to the process of developing and fielding new warfighting capabilities. While all involved strive to ensure our Soldiers have the best equipment, the

acquisition process could be simplified and streamlined while retaining emphasis on sound program planning and risk mitigation. To achieve this goal and ensure our systems can be developed and fielded more quickly, we must reduce redundant documentation, provide more flexibility to program managers, and place greater emphasis on sound acquisition planning. This will inject much-needed agility and flexibility into the process while maintaining robust oversight of taxpayer dollars.

**175. Should the Chief of Staff of the United States Army have the authority and responsibility to control Army acquisition programs?**

The Chief of Staff of the Army plays a critical role in the development of Service requirements and the allocation of funding necessary to successfully develop and field programs. The operational experience and leadership of Service Chiefs are invaluable to generating and stabilizing achievable requirements and ensuring the resources necessary to achieve these capabilities. Additionally, the Service Chiefs are ideally positioned to provide strategic priorities and areas of emphasis in the development of warfighting capabilities that respond to current and emerging operational threats. If confirmed, I will work with the Secretary of the Army to explore opportunities for an increased role in the acquisition process in order to drive requirements, resources, and acquisition to ensure our Soldiers have the best possible equipment in a timely manner.

**176. How will you meet your responsibilities to ensure Army acquisition programs stay on schedule, within cost and perform to expectations?**

Achievable and affordable requirements, as well as stable and predictable funding, are critical to the success of acquisition programs. As a representative of our Soldiers' needs, if confirmed, I will work to validate and prioritize realistic requirements and request stable and sufficient funding be provided to successfully meet our capability gaps. This role is especially important during times of decreased budgets, such as now, when the Department must implement investment decisions with limited resources. Additionally, acquisition programs cannot be successful without a trained, professional, and experienced workforce. If confirmed, I will promote the qualifications, expertise and capability of the acquisition workforce by focusing on the recruitment, development, and retention of individuals with critical acquisition skill sets in order to provide the Army essential capabilities for continued success.

**Congressional Oversight**

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

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

Yes.

**178. Do you agree, when asked, to give your personal views, even if those views differ from the Administration in power?**

Yes.

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

Yes.

**180. Do you agree to ensure that testimony, briefings and other communications of information are provided to this Committee and its staff and other appropriate Committees?**

Yes.

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

Yes.