

**Senate Armed Services Committee**  
**Advance Policy Questions for Christine E. Wormuth**  
**Nominee to be Secretary of the Army**

**Duties and Responsibilities as Secretary of the Army:**

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

**Answer:** The Secretary of the Army is the senior official and head of the Department of the Army with authority and responsibility for conducting all affairs of the Department of the Army, subject to the authority, direction, and control of the Secretary of Defense (10 U.S.C. §7013). The Secretary of the Army is solely responsible for the functions of Acquisition, Audit, Comptroller, Information Management, Inspector General, Legislative Affairs, Public Affairs and Research and Development (10 U.S.C. §7014). The Secretary of the Army is also responsible for the supervision and control of Army intelligence activities as well as any other activities as may be prescribed by law, the President, or the Secretary of Defense. If confirmed as Secretary of the Army, I would make any necessary recommendations to Congress relating to the Department of Defense after informing the Secretary of Defense.

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

**Answer:** While almost no single experience could prepare someone for a job as demanding and complex as the Secretary of the Army, a twenty-five-year career in national security has given me many opportunities to develop much of the knowledge, skills and judgment that will be needed to perform the duties and responsibilities of the position. If confirmed, I would bring to the role of the Secretary of the Army an insider's knowledge of the Pentagon's complex bureaucracy and an outsider's desire to challenge Service orthodoxies in service of the changes we must make to prepare the Joint Force for the challenges of great power competition. During more than 14 years as both a career civil servant and senior political appointee in the Office of the Secretary of Defense, I have had the opportunity to directly observe and support the Services in many aspects of their organize, train, and equip functions. Over the years I have worked regularly with Congress and have both an understanding and deep respect for its critical oversight functions and its essential role in providing authorities and resources to the Department of Defense. Through years working in the Pentagon and in various think tanks I am very familiar with how the Army plans, programs, and budgets, as well as the importance of developing a strong program and being able to successfully defend it to the Secretary of Defense and Congress.

My career to date, and in particular my years in the Pentagon have given me a strong sense of the Army's roles and missions relative to those of the other services, its institutional culture, and a

strong network of professional relationships with Army leaders at many different levels. Multiple trips to Iraq, Afghanistan, Jordan, and the Korean peninsula have given me many opportunities to see for myself the difficult service and sacrifice of Army soldiers and families. My research at CSIS and RAND have also given me ample opportunities to understand in depth all three components of the Army – active, Guard and reserve – as well as to develop an appreciation for the complexity of personnel issues confronting a service as appropriately people-centric as is the U.S. Army. Multiple positions over the years inside and outside of government have provided me opportunity to focus on strategy development, force planning and posture and force development and design. My work during the 2013 Strategic Change and Management Review, many hours spent around the Deputy’s Management Action Group (DMAG) table, and my tenure as Under Secretary of Defense for Policy gave me a strategic understanding of the complexities and challenges confronting our acquisition community and defense industrial base in our efforts to modernize the Joint Force.

I began my career in the Pentagon shortly after the collapse of the Soviet Union, I was a civil servant when we were attacked on 9/11, and I was back in the Pentagon as we began shifting our sights from counter-terrorism to the challenges posed by People’s Republic of China and Russia. I firmly believe we are once again at a moment of strategic inflection and that the next few years will be some of the most challenging the Department of Defense has ever faced. I believe my practical experience with strategy development, force planning and force development, my track record at CSIS and RAND providing independent, analytically grounded policy recommendations coupled with my years of experience as a senior leader in the Pentagon will serve me well if confirmed in helping the Army navigate the difficult terrain that lies ahead.

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

**Answer:** Having served as a senior political appointee both at the National Security Council and in the Department of Defense, I have good understanding of what is required of a senior executive involved in enterprise-level decision making, how to work successfully with other senior officials and the nature of the difficult decisions that are required when operating at that level. Many years of serving as a manager and leader in government, think tanks, and the private sector has given me the opportunity to work closely with range of senior leaders with different leadership styles, as well as to lead a large organization, the Office of the Under Secretary of Defense for Policy, myself. If confirmed I will seek to lead as a hands-on Secretary of the Army that works closely with the Army’s uniformed senior leaders, empowers our staffs, delegates appropriately, models ethical and transparent leadership, and who demonstrates care day in and day out for Army soldiers, their families, civilians and our Army veterans.

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

**Answer:** The Army's primary mission is to deploy, fight, and win our Nation's wars. If confirmed as the Secretary of the Army, my objective will be to ensure the Army is prepared to meet the complex global challenges of tomorrow.

Recognizing that a forthcoming new defense strategy will likely make some changes to the lines of effort outlined in the 2018 National Defense Strategy, I anticipate that other duties and responsibilities the President or the Secretary of Defense might prescribe for me would continue to emphasize ensuring the Army is ready to meet future challenges. As the world becomes more technologically connected, it will be imperative for the Army to outpace peer-competitors and ensure it is able to operate and compete against adversaries with advanced technological capabilities. I also anticipate that the Army will be asked to further develop and strengthen relationships with allied and partner land forces.

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

**Answer:** If confirmed I will fully support Department efforts to drive consolidation where appropriate and reduce duplication through review of the Services, OSD and the rest of the Fourth Estate relative to the Department of the Army. Unnecessary redundancy among DoD entities is a source of potential savings that could be used to generate warfighting capability for the Army and the other services. If confirmed, I will work with DoD leaders to analyze potential redundancies to optimize the efficiency and effectiveness of the Joint Force and supporting operations.

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

**Answer:** As a former career civil servant and senior civilian political appointee, I am deeply committed to the fundamental American principle of civilian control of the military. I share the concerns expressed by the members of the National Defense Strategy Commission that "civilian voices have been relatively muted on issues at the center of U.S. defense and national security policy, undermining the concept of civilian control." If confirmed, I will diligently and energetically fulfill my Constitutional and statutory responsibilities to exercise control and oversight of all affairs of the Army, and I will work closely with the Under Secretary and Assistant Secretaries of the Army to assist me in the performance of this critical responsibility.

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

**Answer:** The Under Secretary of the Army performs such duties and exercises such powers as the Secretary of the Army prescribes. Headquarters, Department of the Army General Order No. 2020-01 specifies that the Under Secretary is the Secretary's senior civilian assistant and principal adviser on matters related to the management and operation of the Army. If confirmed, I will look to the Under Secretary to regularly represent and advocate for the Army in senior-level DoD management forums and to help integrate and lead progress on Army priorities across the Department of the Army. To that end, the Under Secretary is charged with communicating and advocating Army policies, plans, and programs to external audiences, including Congress, foreign governments, and the American public. In addition, the Under Secretary is assigned to the position of Chief Management Officer of the Army. In that position, the Under Secretary is the principal adviser to the Secretary on the effective and efficient organization of the Army's business operations and initiatives for the business transformation of the Army. If confirmed, I would continue to assign the Under Secretary of the Army those duties and responsibilities.

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

**Answer:** As the senior military advisor to the Secretary of the Army and senior military officer of the Army, the Chief of Staff of the Army presides over the Army Staff, communicates plans and recommendations of the Army Staff to the Secretary of the Army, and advises the Secretary of the Army on those plans and recommendations. In addition to his role as an advisor, the Chief of Staff of the Army is responsible for the effective and efficient functioning of Army organizations and commands in executing their statutory missions and assisting the Secretary of the Army in the performance of acquisition-related functions such as developing requirements for equipping the Army. Furthermore, the Chief of Staff of the Army also performs the duties prescribed for him as a member of the Joint Chiefs of Staff under section 10 U.S.C. §151. Additionally, there are direct reporting units which answer to the Chief of Staff of the Army. These include the U.S. Army Test and Evaluation Command, the U.S. Military Academy at West Point, the U.S. Army Military District of Washington, and the U.S. Army War College. If confirmed I would continue to assign the Chief of Staff of the Army those duties and responsibilities.

**Budget**

**9. If confirmed, by what standards would you measure the adequacy of funding for the Army?**

**Answers:** If confirmed, I will measure the adequacy of the Army's funding based upon the Service's ability to meet the Biden Administration's March 2021 Interim National Security Strategic Guidance and when it is completed, by the Army's ability to meet the requirements laid out in the new National Defense Strategy required by Congress. Ultimately the Army needs sufficient resources to fulfill its role as part of the Joint Force responsible for deterring, and if necessary, defeating military aggression that threatens vital U.S. interests with acceptable risk to force and mission. I plan to work within the Army's allocated funding to ensure the most modern, ready, and lethal Soldiers possible. I will also work with the Chief of Staff of the Army to ensure that the Army's priorities of People, Readiness, and Modernization align with the Secretary of Defense's priorities of defending our nation, innovating and modernizing the Force, maintaining and enhancing readiness, taking care of our people, and succeeding through Teamwork.

**10. How will you ensure the Army is appropriately resourced to simultaneously modernize, grow readiness, and take care of its people?**

**Answer:** If confirmed, I will work with the Secretary of Defense to ensure resources are adequate to meet our mission based on the Interim National Security Strategic Guidance, and later by the requirements described in the new National Defense Strategy. To meet these requirements, the Army must balance its ability to provide for Soldiers and their families while also resourcing our readiness and modernization efforts. The Army has been successful balancing and optimizing appropriated funds against its priorities through three years of deliberate internal realignment of funds, but if confirmed, I will need to assess carefully how the Army can continue to succeed in balancing these priorities in future years.

**Section 222a of title 10, U.S. Code, provides that not later than 10 days after the President's submission of the defense budget to Congress, each Service Chief must submit to the congressional defense committees a report that lists, in order of priority, the unfunded priorities of his or her armed force.**

**11. If confirmed, do you agree to support the Chief of Staff of the Army in providing his/her unfunded priorities list to Congress in a timely manner?**

**Answer:** If confirmed, I will support the Army Chief of Staff's statutory requirement to provide a well-prepared Unfunded Requirements (UFR) list to Congress within 10 days of the release of the President's annual budget.

**National Defense Strategy:**

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

**Answer:** In my view 2018 NDS was particularly important to solidifying a bipartisan consensus around the concerning breadth and depth of growth in People's Republic of China's military capabilities and the implications of that growth for the United States. If confirmed, I will support the Secretary of Defense to ensure that we remain fully ready to respond to and effectively deter nation-state threats emanating from People's Republic of China, Russia, Iran, and North Korea, as were identified in the 2018 NDS, and to disrupting transnational and non-state actor threats from violent extremist organizations.

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

**Answer:** I believe the 2018 NDS correctly focused attention on the concerning breadth and depth of growth in People's Republic of China's military capabilities and the implications of that growth for the United States, and described the right set of operational challenges that the Department of Defense must address and use to inform its force planning and force development. At the same time, there have been several changes in the strategic environment in the last three years. I would anticipate that the ongoing strategy review will evaluate changes in the security environment, identify priority defense objectives and missions, and identify priorities for modernizing, employing, and ensuring readiness of the Joint Force. If confirmed, I will continue to work with the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Combatant Commands, and our sister Services to develop these priorities and deliver the most capable land force in the world.

**14. What do you perceive to be the Army's role in competing with and countering People's Republic of China?**

**Answer:** I believe that the Army has important roles to play in both competition and potential conflict in the Indo-Pacific. A unique comparative advantage the United States has in competing against People's Republic of China is our network of alliances and partners around the world. The presence of Army forces in the Indo-Pacific re-assures allies and partners, occupies the cognitive space of our adversaries, and directly counters People's Republic of China's malign activities. The enduring presence of land forces in the Indo-Pacific, and the resultant Army-to-Army relationships with allies and partners, is critical to effectively compete with People's Republic of China in their geographical near-abroad area in this era of great power competition. Army presence in competition sends clear messages to friend and foe that the Army understands the importance of preserving a free and open Indo-Pacific, and is willing to commit our most precious resource, our people, to compete with and counter malign Chinese influence globally.

Efforts to deter and counter aggression in the Indo-Pacific will also include the Army, which has embarked on a comprehensive program to modernize so that it is well prepared to confront

technologically advanced nation-state competitors. If confirmed, I will ensure that the Army continues to invest in transformational change to provide resources and capabilities that support the Joint Force's collective effort to be prepared to win in conflict. I will consult closely with the Chief of Staff of the Army and other Army senior leaders to further develop and refine operational concepts applicable to the region and I will work closely with them to develop appropriate formations and associated capabilities for those formations, such as the Army's Multi-Domain Task Force, that could be employed in a potential future conflict.

**15. Do you believe the Army must maintain the ability to conduct large-scale ground combat operations, to deter major-power competitors such as Russia?**

**Answer:** Yes. The Army must maintain the ability to credibly deter major-power competitors, People's Republic of China and Russia, and defeat them decisively in conflict, if necessary. The Army's ability to conduct large-scale ground combat operations assures our allies and partners and provides Joint Force Commanders and national policymakers credible deterrence options in a crisis.

Maintaining the Army's overmatch against major power competitors requires calibrated force posture and aggressive multi-domain modernization. This means putting the right capabilities in the right place to deter, with the power projection platforms necessary to quickly deploy, fight, and win. The Army's calibrated force posture and multi-domain transformation are key to ensuring our adversaries think twice before they choose to coerce U.S. allies and partners with military force.

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

**Answer:** At this time, I do not have enough information on the Department's current operational plans to assess their implications for the size and structure of the Army relative to its resource levels. The Army has a long history of answering the nation's call when needed, and our soldiers, who have served with honor and sacrificed much in the last two decades are the Army's greatest asset. At the same time, our soldiers can only be effective when we provide them the right equipment, training, and support. If confirmed, I will work closely with the Chief of Staff of the Army, other Army senior leaders, the Deputy Secretary of Defense, and the Secretary of Defense to ensure we balance modernization, force structure and readiness needs within allocated resources.

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

**Answer:** Yes, the Army has the right tools and analytic capabilities to support me, if confirmed. The Army created Army Futures Command (AFC) to be the overarching future force modernization architect. AFC has brought in all key modernization enterprise stakeholders to create unity of command and unity of effort under one roof. Specifically, AFC unified the Research and Analysis Center, the Futures and Concepts Center, the research and development components, the test and evaluation agencies, and the science and technology enterprise under one command. The Army also established cross-functional teams to help synchronize the Army's acquisition enterprise with the future force concepts and technology. Additionally, the Army leverages the Army's Center for Army Analysis which conducts modeling and simulation across the spectrum of conflict to inform critical senior level decisions for current and future national security issues.

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

**Answer:** If confirmed, I will continue the Army's focus on modernization and continue evolving Army doctrine to ensure it can meet the requirements of the forthcoming new National Defense Strategy (NDS). Over the last four years, the Army placed special emphasis and focus on modernization, and recent concepts show promise in deterring and if necessary, defeating a great power adversary. If confirmed, I will continue to develop and refine the concept for Multi-Domain Operations (MDO) at each echelon of Command, focus and deliver the modernization priorities to include cyber, electronic warfare, long range precision fires, and improved air defense systems, and expand capacities to support Joint All Domain Command and Control as part of the MDO evolution.

While this emphasis on modernization and concept development will close operational gaps, it is only a partial solution to the demands placed on the Army by operational plans. If confirmed, I will continue to pursue a global calibrated posture to station or rotate the right Army forces to key locations or theaters to compete with, deter, or defeat great power adversaries. To be effective, the Army must find the appropriate balance between Army forces engaged forward in theater and those remaining stateside with the opportunity to train, modernize, and maintain the flexibly deploy to meet any emerging challenge.

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

**Answer:** If confirmed, I will ensure that the Army continues to nest its actions within broader policy. I understand that in accord with statutory requirements, a new National Security Strategy and National Defense Strategy are under development. These documents will guide Department of the Army efforts to generate land forces to compete, fight and win as part of the Joint Force.

The Army will continue to pursue Multi-Domain Transformation to enable the Joint Force in all domains and retain our decisive role on land.

**20. How would you characterize your familiarity with the civilian leaders of the Armies of other nations and multi-national and international land power-focused consultative forums?**

**Answer:** Our country's broad and deep network of alliances and partnerships is a unique comparative advantage in this time of strategic competition with technologically advanced nation-states and if confirmed as Secretary of the Army I will make it a priority to deepen our relationships with allied and partner land forces. Although the Secretary of the Army has few peer-to-peer counterparts, I have had the opportunity in the last 10 years to develop relationships and engage with a wide range of ministers of defense, chiefs of defense, and senior uniformed and civilian defense officials in countries around the world. As Under Secretary of Defense for Policy I held annual policy talks and made bilateral visits to many important allied and partner countries in Europe, the Middle East, and the Indo-Pacific and through those engagements had the opportunity to conduct substantive talks with senior civilian and uniformed defense officials. As USDP I attended the Munich Security Conference and the Halifax Defense Forum at which I conducted many bilateral meetings with senior civilian and uniformed counterparts. Outside of government I've had the opportunity to attend many conferences around the world and to maintain some of the relationships I developed during government service. If confirmed as Army Secretary, I will draw on these past experiences and focus on building strong allied and partner relationships through bilateral engagements, multi-national exercises, and participation in other land-power focused consultative forums to ensure the land-power dimension of our alliance network remains robust in a time of strategic competition.

**21. If confirmed, on which leaders and forums would you focus your engagement with a view to advancing the interests of the Army?**

**Answer:** The Secretary of the Army is the primary communicator of the Army's interests across the government, nation, and globe. Secretary of Defense Austin's priority is that we succeed through teamwork. If confirmed, I will regularly engage with members of Congress to build the best possible Army. I will engage with DoD leadership and other Service Secretaries to ensure we have a Joint Force ready to fight and win. I will engage with allies and partners to develop approaches for our common security interests. I will engage our nation through dialogue with the diverse interest groups that are interested in the Army. I will also engage our Soldiers through visits to installations and units, as well as town hall meetings and smaller listening sessions.

**Major Challenges and Priorities:**

**22. If confirmed, what would be your vision for the Army now and for the future?**

The 2018 Army Vision provides a sound foundation upon which to build for guiding the Army in the next several years. Today and tomorrow, the Army must be ready to deploy, fight and win decisively against any adversary, any time in any region of the world. Future conflicts will be joint, combined, high intensity and unfold in multiple domains and the Army must be organized, trained, equipped and appropriately sized to prevail in these types of conflicts while at the same time protecting the homeland, deterring opportunistic aggression and remaining able to conduct irregular warfare when needed. To do this, the Army will employ modernized manned and unmanned weapon and sustainment systems, paired with strong combined arms formations centered on world-class leaders and highly lethal Soldiers.

To remain ready as the world's premier combat force, the Army relies on people – its Soldiers, civilians, families, and veterans. If confirmed, I will focus not only on ensuring our Army can compete, deter and win in future conflicts, but also on taking care of people so that the Army can recruit, retain and nurture the nation's best talent to fulfill its critical responsibilities as part of the Joint Force. This means creating a 21st century talent management system with policies, programs, and processes that recognize and capitalize the unique knowledge, skills, and behaviors possessed by every member of the Army team, allowing us to employ each to maximum effect. It means recognizing that our Soldiers and Civilians should have the best quality of life possible, and requires prioritizing improvements in our housing and barracks, healthcare, childcare, spouse employment and permanent change of station moves. Maximizing the talents of our people, the Army's greatest strength and most important weapon system is a critical element of my vision for the Army today and in the future. The Army's people are foundational to the Army's effort to maintain readiness and pursue its ambitious modernization strategy, both are which are critical to ensuring the Army can successfully deploy, fight, and win in future conflicts.

**23. What would you see as your highest priorities for the near-term and long-term future of the Army?**

**Answer:** The Army's current priorities are people, readiness, and modernization. To address people, the Army has instituted the "People First" task force to restore an Army-wide culture of dignity and respect. If confirmed, I will make it a priority to review, understand, and implement, as necessary, the recommendations of the Fort Hood Independent Review Committee. As part of the larger Army People Strategy, the task force is already taking a holistic approach to reduce harmful behaviors like sexual harassment/sexual assault through prevention-focused efforts reinforced by improved accountability, response, and command climate initiatives.

The Army has made significant progress building readiness in recent years and is working to meet increasing demands in the Indo-Pacific and in Europe. If confirmed, I will ensure trained and equipped Soldiers are ready to meet the operational requirements they may face.

Looking to the longer-term, the Total Army is modernizing by focusing on integration within the Joint Force to provide for the most effective defense of the United States while retaining its

ability to dominate as a land power. To do this, the Army is transforming itself into a multi-domain capable force. This capability will provide Joint Force commanders and Congress options in case of a globally integrated, rapidly developing crisis, while simultaneously assuring U.S. allies and partners.

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

**Answer:** One of the most significant challenges I believe I would face if confirmed is working closely with Army leaders to create a positive command climate across the entire Army that fosters trust between Soldiers and between the Army and the American public. Harmful behaviors like sexual assault, domestic violence and extremism break down trust and are inimical to Army values. Managing persistent operational demands and reducing unpredictability will also reduce stress Soldiers and Army Families experience, and exacerbates the challenges the Army faces with harmful behaviors.

A second significant challenge I would face if confirmed is ensuring the Army is able to execute its aggressive modernization strategy while maintaining a sustainable level of readiness to meet current demands. The Army is undertaking its first comprehensive modernization effort in almost 40 years and given the anti-access and area denial threats we now face, it is very important to succeed in these efforts so that the Army remains the world's premiere land force.

If confirmed, I will begin to address each of these challenges on day one.

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

**Answer:** To rebuild a positive command climate Army-wide and reduce stress on Soldiers and their families I would strive to address harmful behaviors head-on by holding perpetrators accountable while also building a climate and culture of trust, dignity, and respect. I believe the People First task force, the "This is My Squad" initiative and the Cohesion Assessment Teams are important tools in beginning to address command climate shortcomings. The Army's new unit life cycle model, which seeks to manage demand for personnel over time and bring predictability back to the Army's Soldiers and Families can also be helpful in reducing stress on the force.

To ensure success in the Army's modernization efforts while also maintaining readiness, I would plan to continuously ensure alignment between the Department's new operational concepts and the Army's modernization initiatives, and provide vigorous oversight of the 31+4 initiatives to ensure programs are developed and fielded on schedule and within planned resources. As part of those oversight efforts I will emphasize close, productive working relationships between Army Futures Command, the Office of the Assistant Secretary for Acquisition, Logistics and Technology and the Office of the Secretary of Defense.

**End strength:**

**26. Is the Army's current end strength sufficient to meet current national security objectives and execute the associated operational plans?**

**Answer:** At this time, I do not have enough information on the Department's current operational plans to confidently assess their implications for Army end-strength. The Army has a long history of answering the nation's call when needed, and our soldiers, who have served with honor and sacrificed much in the last two decades are the Army's greatest asset. At the same time, our soldiers can only be effective when we provide them the right equipment, training, and support. If confirmed, I will work closely with the Chief of Staff of the Army, other Army senior leaders, the Deputy Secretary of Defense, and the Secretary of Defense to ensure we effectively balance end strength, modernization, and readiness needs.

**27. If not, what end strength do you believe is necessary? Please explain your answer.**

**Answer:** If confirmed, I will draw on a range of analytical capabilities, including the Army's Total Army Analysis (TAA) process, to comprehensively assess the implications of the forthcoming National Defense Strategy for future force structure requirements across all components, to determine how to provide the best possible Army within available resources.

**Recruiting/Retention:**

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

**Answer:** In FY20, the Army was able to leverage historical recruiting metrics which lead to data-driven decision making to enable a precise recruitment mission that did not exceed the approved End-Strength. In FY21, the Army again utilized those metrics, and is continuing to make recruiting efforts more efficient. This optimization allows the Army to have a more agile recruitment approach that not only focuses on high quality applicants, but also focuses on the skill sets required to support the Army's modernization needs. If confirmed, I will ensure that the Army's retention program only allows those Soldiers who have maintained a record of acceptable performance to be offered the privilege of reenlistment. Instrumental to the success of the retention program is the empowerment of the Commander to evaluate their Soldiers to ensure both compliance with Army policy and alignment with the Army's professional code of ethics.

**29. What impact do current medical and other qualifications for enlistment in the Army have on the number of individuals eligible for military service?**

**Answer:** I understand there is a significant impact on the number of individuals eligible for military service due to medical and other qualifications. Most young people in the Army's recruiting target age group are disqualified due to medical reasons, with nearly a third being disqualified for being overweight. To address these concerns, I understand the Army has

recently undertaken an effort to pilot a program, the Assessment of Recruit Motivation & Strength (ARMS 2.0), which will allow the Army to screen and assess into the Service a small number of applicants who slightly exceed body fat standards. Participants in this program will serve in the Army in physically demanding and combat arms career fields and will be carefully monitored to ensure they maintain their fitness. If confirmed, I will support these efforts and programs.

**30. If confirmed, what changes to such qualifications, if any, would you recommend to increase the number of individuals eligible for service without degrading the quality of recruits?**

**Answer:** If confirmed, I would look at the many methods available, including cognitive, non-cognitive, and physical methods to measure quality recruits to ensure the Army could meet its recruitment goals. I am informed that the Army, working with OSD, is actively looking at more holistic models for qualification for military service. The Army developed and implemented the Tailored Adaptive Personality Assessment System (TAPAS) that measures an applicant's non-cognitive 'stick-to-it-ness' that can be an accurate predictor of success in training; qualities that more traditional methods of qualification assessment are not able to measure. If confirmed, I will work with OSD on the review and refinement of the qualifications for military service to ensure that we maintain the most qualified and effective All-Volunteer Force without sacrificing quality for quantity.

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

**Answer:** If confirmed, I would explore the use of the Career Options Optimizer (COO) concept, a combined effort between U.S. Army Recruiting Command (USAREC) and RAND. My understanding is that the COO creates a multitude of enlistment options that are valued by both prospective recruits and the Army. The COO provides a means for potential recruits to develop tailorable and adaptable enlistment contracts based on their unique individual qualifications and needs. The COO provides the ability to evaluate and capture the value of each enlistment option, both monetary and non-monetary, improving cost savings for the Army. The COO should result in improved recruit satisfaction, cost savings for the Army, and recruit cohorts with characteristics (knowledge, skills & behaviors) that are desired by the Army.

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

**Answer:** I believe there are several keys to retaining the best-qualified personnel, but it starts at recruitment. First is identifying the best match for the recruit's talents within the needs of the Army. This match will allow Soldiers to select the best position for themselves and give them the

best opportunity to build a sense of pride within their respective Military Occupational Specialty (MOS). Additionally, this matching process allows for Soldiers to sustain professional growth and career satisfaction within their chosen MOS. Further, this process will allow Soldiers to continue to progress toward their career goals in the Army while maintaining a sense of fulfillment and satisfaction. In addition to providing the Soldiers the best chance for success in their MOS, I believe the key to retaining quality Soldiers is the personal engagement between Commanders, leaders, and their Soldiers. Third, ongoing quality of life initiatives, leadership training, and a renewed focus on diversity, equity, and inclusion, will result in a more lethal, educated, and better postured force to solve the complex problems of tomorrow while allowing the Army to compete for talent. If confirmed, I will support these initiatives and make recruitment and retention a priority for the Army.

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

**Answer:** I understand the Army has, for nearly two decades, worked to keep operational requirements and tempo from adversely impacting recruiting, retention, readiness, and the morale of the force. Leaders at all levels should, in my view, work to balance mission requirements with the needs of individual Soldiers and their Families. The Army is employing new strategies like assignment preferences for both officers and enlisted Soldiers. Soldiers are also being offered a multitude of opportunities to reenlist for specific duty locations, training, or retention bonuses based on their desires. The Army is working to provide predictability of training and missions to Soldiers in support of the Army People Strategy. If confirmed, I will ensure that the Army recruits, develops, and retains top talent through an agile 21st Century talent management system that identifies the right applicants and leverages existing talent to capitalize on our incentives, world class training, and significant investments to improve Soldier quality of life. Continued focus on these efforts will allow the Army to attract and retain Soldiers with the skills needed to maintain overmatch against great power competitors.

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

**Answer:** Yes, my understanding is that current DoD recruit benchmarks for high school graduation rates and performance on the Armed Forces Qualification Test (AFQT) are good predictors of trainability and of completion of an applicant's term of service. If confirmed, however, I will work with Congress and DoD to implement improvements to our screening methods, particularly using additional fitness screens like the Army's Occupational Physical Assessment Test and through use of the planned ARMS 2.0 and TAPAS pilots, which have already demonstrated the potential to minimize recruit attrition and expand the recruiting market.

**35. Do you believe that current military entrance testing methods unnecessarily restrict the pool of eligible recruits, for example, by penalizing prospective recruits for whom English is not their native language?**

**Answer:** No, I believe the current DoD military entrance testing methods are sufficient for manning the all-volunteer Force. The Army has made significant strides using English as a Second Language programs for applicants who demonstrate sufficient aptitude for service, but who struggle with English as a second language.

**Reserve Components:**

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

**Answer:** The Army operates under a Total Force construct, which I fully support. The Army National Guard and the Army Reserve serve as the combat reserve of the Army, providing trained and ready units in support of Combatant Command requirements around the globe, as well as providing relevant capabilities to federal, state, and local authorities for domestic response. The training and operations between the Regular Army, Army Reserve, and Army National Guard are, in my view, well integrated. If confirmed, I will support the Army's efforts to improve integration and interoperability across the force including working closely with the Chief, National Guard Bureau and the Chief, Army Reserve. I will look for opportunities to expand these critical relationships and ensure that future equipping efforts continue to improve interoperability. I will strive to ensure that units that deploy together, especially early deploying units, will have similar mobility, lethality, survivability, and network communications architecture regardless of the component from which they originate.

**37. What is your vision for the roles and missions of the Army Reserve Components?**

**Answer:** As an operational reserve, the National Guard and Army Reserve play a vital role in supporting our national interests. These components also provide the strategic depth to safeguard those interests. The Army's vision for these components should be as full and equal partners in Multi-Domain Operations. The Army must ensure that these components have the capabilities that allow for the full spectrum of operations from competition to large-scale combat operations against near-peer competitors.

**38. If confirmed, what new objectives would you seek to achieve with respect to the Army Reserve Components' organization, force structure, end strength, and readiness?**

**Answer:** If confirmed, I will explore improvements to interoperability and readiness that lead to the best possible force within available resources, striking a balance between operational use of Reserve Component Soldiers' and their commitments to their communities, employers, and Families. The Reserve Components face similar challenges as the Active Component to

maintain a sufficient amount of readiness to support our Combatant Commanders while investing in the needed modernization efforts required to meet future threats. I believe the Army must create a responsible methodology tailored to Reserve Component timelines to address this effort and ensure interoperability of forces regardless of component. This modernization is critically important as the Reserve Components, at approximately 52 percent of the Total Force, provide capacity depth to ensure the Army can support national interests. Total Army integration, interoperability, and balance are key to achieving national interests and that will always be the goal.

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

**Answer:** In my judgement, maintaining the Congressionally directed end strength of the Reserve Components is a critical element in maintaining the Army as a Total Force. Army marketing and advertising efforts are synchronized across all three components to support the recruitment of new members to serve. The Army Reserve Components' historically high-level of readiness is principally due to a Total Force policy that recognizes their role as an operational force. This operational use of the Reserve Component is beneficial to recruitment efforts as Reserve Component Soldiers want to perform meaningful service and contribute to the total fight. These Soldiers are also highly motivated to be able to serve in their own communities, helping American citizens through missions like the Army's response to the COVID pandemic. It is imperative, however, that the operational demand on the Army Reserve Components is monitored so that Soldiers can balance meaningful service with thriving civilian careers and strong, supportive Families. Additionally, the continued economic recovery post-pandemic, may pose some challenges to recruiting and, if confirmed, I will closely examine the balance between operational requirements and commitments that the Army National Guard and Army Reserve members have to their Families and employers.

**Diversity and Inclusion:**

**40. In general, data shows that Army racial demographics align with those of the broader U.S. population, with the notable exception of Army General Officers. In your view, what factors underpin the lack of representation of racial minorities at general officer grades?**

**Answer:** I am aware that, in 2019, the Army directed its Office of Economic and Manpower Analysis to research the root causes behind the lack of diversity in the Army General Officer population. The resulting effort identified that almost 60% of all Army General Officers served in or had backgrounds in five branches – Infantry, Armor, Aviation, Engineer, and Special Forces. The Army also found that these five branches have the lowest racial, ethnic, and gender diversity of all Army branches. If confirmed, I will strongly support Army initiatives that seek to increase racial, ethnic, and gender diversity in its combat arms branches. Three of these initiatives are Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams.

If confirmed, I will work to ensure the combat arms branches reflect the Army population.

**41. If confirmed, what actions would you take to work toward the goal of ensuring that the Army, at all levels, especially within the senior officer ranks, reflects the broad diversity of those eligible to serve?**

**Answer:** If confirmed, I will continue the Army's focus on the initiatives included in the Army People Strategy: Diversity, Equity, and Inclusion Annex. The Annex serves as the five-year strategic plan mandated by Congress in the FY20 National Defense Authorization Act. The Annex contains goals, objectives, and numerous tasks, which are driving the Army's current diversity and inclusion efforts. Specifically, the Annex seeks to address increasing diversity in the senior officer ranks. One such initiative is the Expanding Diverse Talent in the Army Officer Corps plan, which includes 25 initiatives specifically address increasing Army Officer Diversity. I understand there are other promising initiatives including Talent Based Branching, the Urban Access Initiative, and the Combat Arms Outreach Engagement Teams. If confirmed, I will promote these efforts and others to ensure more diversity in our senior ranks.

**42. What is your assessment of diversity in the Department's civilian workforce, especially at the senior General Schedule and Senior Executive Service levels?**

**Answer:** My understanding is that the Army's Annual Federal EEO Progress Report revealed that the Army has a lot of work to do at senior grades and SES levels to achieve higher levels of diversity. The Army's challenge continues to be identifying and eliminating barriers to participation in senior grades and SES positions for women and minorities. If confirmed, I will focus the Army on continuing with its efforts to achieve greater diversity in the civilian workforce by ensuring access to opportunity and choice for all.

**43. If confirmed, how would you increase geographical diversity in the Army from areas of the country and communities that are currently underrepresented?**

**Answer:** I understand that the Army's enlisted recruiting efforts are doing well in attracting recruits from across the country and our territories. I support the Army working to actively increase both geographical and minority diversity in the officer ranks.

If confirmed, I will be committed to work in support of these efforts and will seek other means to ensure America's Army of the All-Volunteer Force is representative of the Nation it serves.

**44. What is your assessment of the diversity of cadets at the United States Military Academy?**

**Answer:** West Point has a rigorous and comprehensive application and nomination process that allows the Army to attract a Corps of Cadets with a diversity of talent. West Point is an avenue

for diversity within the officer corps and, if confirmed, I look forward to working with the West Point team to continue acquiring the diversity of talent that is so crucial to the Army's success.

**45. What measures can be taken to increase diversity in the Academy?**

**Answer:** I believe the United States Military Academy (USMA) is dedicated to developing and maintaining a diverse and inclusive community where everyone is treated with dignity and respect. I support USMA's efforts that strive for a Corps of Cadets that is reflective of the Nation and the Army they will lead.

The Congressional nomination process is, in my view, one of the best ways to ensure that the Corps of Cadets is representative of the nation. If confirmed, I intend to harness the collective efforts of West Point, Congress, the network of Civilian Aides to the Secretary of the Army (CASA), and the Army more broadly to continue building the diverse Corps of Cadets that our Army and nation require.

**Military Health Care Reforms:**

**The Acting Secretary of the Army recently stated that the Army is now "all in" on military health care reform. Yet the Army Medical Command's (MEDCOM) has persistently advocated that the Department of Defense (DOD) abandon the market construct for healthcare delivery and return to a component model of health delivery that would contradict congressional mandates and direction.**

**The Army's actions, and in some cases, inactions have put congressionally directed reform deadlines at risk. In June 2020, a Deputy Secretary of Defense memo approved sourcing 12 additional Flag Officer/General Officer positions from the military departments to the Defense Health Agency (DHA). To date, the Army has not filled two of these billets for which they are responsible. Additionally, the Army has non-concurred in participation by military personnel assigned to Military Treatment Facilities (MTFs) in market offices through MTF personnel request memos. In fact, Army MEDCOM has prohibited its product line leads in San Antonio from providing support to the incoming DHA Market Director's efforts to establish that market. Moreover, Army MEDCOM has opposed the Commander, DHA's service as rater for MTF Directors, as required by law. MEDCOM leadership has failed to provide information to DHA regarding the future organization of its readiness-focused successor to MEDCOM or readiness commands, but it has denied additional resources to DHA because of its supposed need to staff its still un-defined MEDCOM reorganization. Finally, the Army told DHA in April 2021 that it would transfer responsibility for 500 contracts to DHA by the end of this fiscal year, but has not provided details for DHA to assume contract responsibility.**

**46. Do you support the purpose and implementation of section 702 of the Fiscal Year (FY) 2017 National Defense Authorization Act (NDAA), as clarified by sections 711 and 712 of the FY 2019 NDAA?**

**Answer:** Yes. Ensuring the DHA's successful assumption of the healthcare delivery mission is in the Army's best interest. The Army is reliant on DHA to run the military medical treatment facilities. These facilities are readiness platforms to facilitate the training of the Ready Medical Force and to provide efficient and effective healthcare to ensure Soldiers are healthy and ready to deploy. If confirmed, I would ensure the Army continues to transfer the healthcare delivery mission, resources and personnel to the DHA in accordance with the law and will seek to understand what factors may lie behind recent delays in the Army's ability to support congressionally directed reform in this area.

**If confirmed, what steps would you take immediately to comply with congressional mandates to reform the military healthcare system?**

**Answer:** I believe ensuring the health and readiness of the Army's Soldiers is critical as the Army undertakes the reform actions directed in the NDAA. If confirmed, I will take all necessary steps to achieve successful implementation of congressional mandates for reform of the Military Health System while ensuring the Army maintains its readiness. I will support current efforts to complete S.702 transition of the Medical Treatment Facilities (MTFs) to the Defense Health Agency (DHA) by September 30, 2021.

At this time, I do not have sufficient knowledge of the complexities surrounding reform of the Military Health Care System to outline what immediate steps I would take to bring the Army into compliance, but if confirmed, I am committed to working with the Secretary of Defense to develop a mutually beneficial implementation plan that will ensure DHA can execute its mandated missions to enhance and sustain support to the Army and the Joint Force while ensuring the Army can carry out its Title 10 responsibilities to man, train and equip medical forces.

**Non-Deployable Issues:**

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

**Answer:** I believe that every Soldier who is non-deployable for 12 consecutive months must be evaluated for continued service. Soldiers must be able to deploy, fight, and win when the nation calls. If a Soldier is unable to deploy for a prolonged period, an assessment is needed to determine if continued service is in the best interests of the service member and the Army.

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

**Answer:** In my judgment, the Army must assess the unique circumstances of each Soldier who is classified as non-deployable for 12 consecutive months and who wants to remain in the Army. I

believe there may be circumstances where non-deployability may not impede a Soldier's ability to complete their mission or when the non-deployable condition has a known recovery point that is beyond 12 consecutive months. As an example, Soldiers may possess a high-demand, low-density military occupational specialty such as cyber or military intelligence. A Soldier may have highly skilled capabilities and through various means could execute missions from a non-deployed environment. Another example is when the non-deployability of a pregnant Soldiers exceeds a 12-month non-deployability period consistent with DODI 1332.45, but the Soldier can then continue to serve after the recovery period. Retaining Soldiers in both these circumstances may be in the best interest of the Army and demonstrate why these cases should be evaluated on an individual basis.

**The new transgender policy (DODI 1300.28) states “any determination that a transgender service member is non-deployable at any time will be consistent with established Military Department and Service standards, as applied to other service members whose deployability is similarly affected in comparable circumstances unrelated to gender transition.” The same policy requires commanders to review and approve service member requests to transition gender in a manner that “maintains military readiness by minimizing impacts to the mission (including deployment, operational, training, and exercise schedules, and critical skills availability).”**

**49. What Army standards and policies related to a soldier's ability to deploy will be applied to transgender service members undergoing gender transition procedures or treatment?**

**Answer:** My understanding is that the Army uses Army Directive 2018-22 (Retention Policy for Non-Deployable Soldiers) as its standard to determine Soldier deployability. All Soldiers are considered deployable unless they have a Service-determined reason that precludes them from deployment. The gender transition process will bring with it a profiled time period. Those Soldier's profiles and profiled time periods should, in my view, be treated like any other Soldier whose profiles similarly affect deployability.

**50. As the Army implements the DOD policy, what level of commander will be responsible for balancing service member requests to transition gender while maintaining military readiness?**

**Answer:** I understand the Army intends to make Brigade Commanders responsible, but all Commanders, in my view, should approach a Soldier undergoing gender transition in the same way they would approach a Soldier undergoing any medically necessary treatment. Commanders should continue to minimize effects to the mission and ensure continued unit readiness. I believe Commanders should balance the needs of the individual transitioning Soldier and the needs of the command in a manner that is comparable to the actions available to the commander in addressing comparable medical circumstances unrelated to gender transition.

**51. If confirmed, how would you ensure that commanders have the authority to minimize mission impacts of requests for gender transition?**

**Answer:** I understand the Army is expected to soon publish an Army Directive regarding service by transgender persons and persons with gender dysphoria that aligns with Department of Defense guidance. If confirmed, I will assess whether this guidance is sufficient to ensure commanders have the authority needed to minimize mission impacts of requests for gender transition.

**Suicide Prevention:**

**52. If confirmed, what actions would you take to prevent suicides in the Active Army, the Army Reserve, and the Army National Guard, and in the families of soldiers across all Components?**

**Answer:** A death by suicide is a tragedy as each suicide affects the lives of a significant number of Family members, teammates, co-workers, and first responders. If confirmed, I will focus my efforts on providing leaders with the resources needed to foster a sense of belonging, strengthen resilience, a significant protective factor, and enhance unit cohesion. I understand the Army Resilience Directorate provides command teams with the ability to access Suicide Prevention, Resilience, and Junior Leader Development training through 32 Ready and Resilient (R2) Performance Centers across the globe. In addition, the Army is piloting and fielding leader visibility tools to help Command Teams better “see” their Soldiers. This increased awareness should enable the development of comprehensive prevention strategies and allow for timely intervention opportunities to mitigate factors that may adversely impact Soldiers’ wellbeing. If confirmed, I will make suicide prevention a priority.

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

**Answer:** The Army has established procedures for reporting and tracking deaths by suicide for family members. The process of ensuring accurate suicide counts and rates for Soldiers, Family members and Department of the Army Civilians, I believe, is a collaborative effort between the Army and Department of Defense. If confirmed, my intent is to ensure leaders are equipped with the resources, training, and time to create more cohesive teams, develop prevention strategies, and recognize intervention opportunities. Through improved training, increased leader visibility, and heightened awareness about warning signs, and help-seeking, I believe the Army can take useful steps to reduce and prevent these incidents of suicide.

**U.S. Army Alaska has experienced 32 suicides from 2016 through 2021. Of these, 19 soldiers assigned to Fort Wainwright committed suicide. Of the total number of soldier suicides in Alaska, 59% occurred off-post, 78% percent died by gunshot wound, and 60% were either infantry or ordnance soldiers. Army leadership has taken steps to improve the quality of life for soldiers in Alaska, particularly at Fort Wainwright, and to provide more mental health resources for soldiers, but suicides continue.**

**54. If confirmed, what additional steps would you take to improve the Army’s suicide prevention efforts in Alaska?**

**Answer:** I understand Army leaders in Alaska have taken numerous steps to reduce deaths by suicide to include a Behavioral Health Epidemiological Consultation, focused Master Resilience Training, and quality of life improvements. While these efforts have not yielded a near-term reduction in suicides, they should improve the overall behavioral health and wellness of Soldiers in Alaska over time. If confirmed, I will evaluate whether to direct widespread adoption of this public health approach throughout Army communities. I will also ensure Commanders have the policies, resources, and training to develop effective prevention strategies and improve services and environmental conditions in Alaska and at all other Army's installations.

### **Sexual Harassment and Assault Prevention and Response Programs:**

#### **55. What is your assessment of the findings and recommendations of the Fort Hood Independent Review Committee?**

**Answer:** I read the Fort Hood Independent Review Committee report cover to cover and was angry and frustrated when I was finished. Its findings are accurate, deeply disturbing and suggest that the Army has significant work ahead of it to address the failings in climate and culture, in crime prevention and investigation, and in its SHARP program. If confirmed, I will be fully committed to implementing all of the recommendations in the report, and to determining how to better identify in advance where there are negative trends in command climate at Army installations so that the Army can get ahead of problematic behavior before it starts and risks breaking trust between the Army and its Soldiers.

#### **56. Do you believe these findings and recommendations are applicable Army-wide?**

**Answer:** Yes, I believe that the findings and recommendations in the Fort Hood Independent Review Committee's report should be applied across the Army, to include in the Army National Guard and Army Reserve.

#### **57. If confirmed, what actions would you take with respect to the findings and recommendations of the Fort Hood Independent Review Committee?**

**Answer:** My intent, if confirmed, is to ensure that the Army carefully considers how best to implement the 70 recommendations in the Fort Hood Independent Review Committee's report across the entire Army. I understand the Army is taking action to address the recommendations, both locally at Fort Hood, and in some areas across the Service. I am also aware that the Army is executing several related actions to improve its climate and culture and to select the right leaders, particularly through its "This is My Squad" initiative and through its Command Assessment Program. If confirmed, I will reinforce these efforts to ensure that the Army addresses all of the Fort Hood report's recommendations and applies them broadly across the Service.

#### **58. In particular, what actions would you take with regard to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command?**

**Answer:** I have read the FHIRC report and, if confirmed, I am fully committed to continuing the work being done to implement the recommendations. I understand the Army is in the process of making significant changes to the structure, leadership, and operations of the U.S. Army Criminal Investigation Command (CID) based on the Army Provost Marshall's General intensive five-month structural redesign. The redesign is meant to create an organization with enhanced capabilities and capacity, organized with and led by civilian and military agents, military officers, and enlisted Soldiers. I look forward to examining the changes proposed by CID to address the underlying concerns identified in the FHIRC.

**59. In your view, are the policies, programs, and training that the Army has put in place to prevent and respond to sexual harassment and sexual assault adequate and effective?**

**Answer:** Simply stated, my view is sexual assault, sexual harassment, and associated retaliation are unacceptable and have no place in any professional setting, and definitely not in the Army. Sexual harassment, assault and retaliation against victims are contrary to the Army Values, harm members of the Army Team, detract from the readiness of the force, and undermine the Army's trust with the American people. If confirmed, I plan to enact the approved recommendations from the People First Task Force and the 90-Day Independent Review Commission, with an emphasis on those initiatives that prioritize the care and support of victims. The Army needs to prevent these harmful behaviors from occurring in the first place, which is why I believe it's imperative it enhance prevention efforts. If confirmed, I am committed to providing Leaders at all echelons of command with the resources and training necessary to establish and sustain healthy unit climates, integrate and support Soldiers as they transition to new duty stations, and the knowledge and skills to recognize intervention opportunities along the continuum of harm.

**60. If confirmed, what would you do to increase focus on the prevention of sexual assaults?**

**Answer:** If confirmed, I will place emphasis on the prevention of sexual assault, sexual harassment, and associated retaliatory behaviors. I believe prevention of these harmful behaviors starts with Commanders, who are centrally responsible and accountable for establishing healthy unit climates. Permissive environments exponentially increase the likelihood of a host of harmful behaviors along the continuum of harm. I believe it is imperative the Army continues investing in research on culture, climate, unit cohesion, and other factors to inform a holistic prevention approach. In addition, if confirmed, I will support the Army's current effort of encouraging reporting so victims can get the support they need to heal and offenders can be held accountable.

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

**Answer:** I believe it is imperative to offer both restricted and unrestricted reporting options for victims of sexual harassment. Having additional options should increase the likelihood that victims will feel comfortable reporting and boost confidence in the system. This, in turn, should lead to an increase in the number of overall reports, presenting a better understanding of the

dimensions and dynamics of sexual harassment.

**62. If confirmed, what actions would you take to improve the quality of investigations into allegations of sexual harassment?**

**Answer:** I am aware that the Fort Hood Independent Review Committee (FHIRC) Report identified independence as an essential aspect to ensure the quality and integrity of investigations. I understand the Army recently made a policy change to the way it appoints the officers who will investigate allegations of sexual harassment. The new policy requires investigating officers to be appointed from a separate, brigade-sized unit from the one in which the subject is assigned. This policy change implements one of the FHIRC's specific recommendations and creates independence in the investigation process. If confirmed, I will support this change and work to ensure that it is implemented expeditiously across the Army. I will also explore new initiatives that can build upon those recommended by the FHIRC to further stamp out the scourge of sexual harassment and assault.

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

**Answer:** I understand the Army has a comprehensive response system that includes medical, psychological, and legal services to support victims of sexual assault and harassment. If confirmed, I will ensure these services remain properly resourced and effective components of the Army's response system. In addition, I will support the continued expansion of the Special Victim's Counsel Program, which currently serves victims of sexual assault and domestic violence. I also support increasing the Army's telehealth capabilities. This service, which was expanded during the COVID-19 pandemic, appears to reduce the stigma associated with accessing behavioral health care. I would support the continued expansion of this program post-pandemic.

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

**Answer:** Although the Army continues to make progress in encouraging reporting, fear of retaliation remains a significant barrier for victims and bystanders. If confirmed, I will continue to emphasize the importance of protecting all victims and work to provide Commanders with the resources, training, and policies they need to develop and sustain healthy climates, enhance unit cohesion, develop prevention strategies and put an end to retaliatory practices and victim-blaming

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

**Answer:** Despite years of efforts to reduce sexual harassment and sexual assault in the military, the problem is not getting better. I am particularly concerned by the lack of trust young enlisted Soldiers have in the current system, as revealed by the Fort Hood report investigation. As a result, I am open to new approaches to improve accountability and if confirmed, will carefully review the Independent Review Commission's assessment of the feasibility, opportunities, and risks of such a proposed change, as well as the Commission's recommendations.

### **Sexual Harassment in the Civilian Workforce:**

**In responding to the 2018 DOD Civilian Employee Workplace and Gender Relations survey, 17.7 percent of female and 5.8 percent of male DOD employees indicated that they had experienced sexual harassment and/or gender discrimination by "someone at work" in the 12 months prior to completing the survey.**

**66. In your view, do Army policies and processes for tracking the submission and monitoring the resolution of informal complaints of harassment or discrimination provide leaders, supervisors, and managers, with an accurate picture of the systemic prevalence of these adverse behaviors in the Army?**

**Answer:** The Army has EEO Officials to review, monitor, assess and advise leaders on EEO complaint activity. Officials with a "need to know" e.g., Leaders, Supervisors and Managers are advised of complaint trends through advisory functions, program evaluations, staff assistance visits and annual reporting. The Army Complaints Tracking System has the capability to query by a variety of data fields to acquire specific information. Allegations can be identified as well as the disposition of the complaint. At the same time, given what is known about underreporting of sexual harassment and discrimination, it is reasonable to assume that despite sound Army policies for tracking complaints in these areas and their resolution, this does not mean those policies in and of themselves ensure an accurate picture of the systemic prevalence of these adverse behaviors. If confirmed, I will work to continue exploring ways that the Army can prevent harmful behaviors in the workplace.

**67. Do the Army's policies and processes for recording the outcomes of informal complaints of harassment or discrimination provide leaders, supervisors, and managers, with a means of identifying repeat perpetrators?**

**Answer:** Yes, I understand that they do. EEO Officials have the responsibility to review, monitor, and assess EEO complaint activity and inform supervisors of complaint trends. The Army Complaints Tracking System has the capability to query by a variety of data fields specific information. Alleged repeat perpetrators can be identified, as can the disposition of any complaints against them. In addition, I understand the Army is establishing a separate Anti-Harassment Program for Civilians, which will be able to and identify alleged repeat perpetrators.

**68. What actions has the Army taken to establish a modern, comprehensive harassment prevention and response policy and program for the Army's civilian workforce?**

**Answer:** I understand the Army has developed a comprehensive Harassment Prevention and Response Policy. In addition, the Army's Prevention of Sexual Harassment and Sexual Assault Annex to the Army People Strategy guides the collective efforts that constitute a comprehensive approach across the Total Army. To better serve the civilian workforce, the Army is in the process of seeking an Exception to Policy to allow the Army to provide SHARP services to Department of the Army Civilians whether assigned to the CONUS or OCONUS.

If confirmed, I am committed to ensuring that appropriate resources are dedicated to preventing and addressing all forms of harassment and discrimination. I am dedicated to providing a workplace that is free from all forms of harassment and where individuals are treated with dignity and respect.

### **Domestic Violence and Child Abuse in Army Families:**

#### **69. What is your understanding of the extent of domestic violence and child abuse in the Army, and, if confirmed, what actions would you take to address these issues?**

**Answer:** I am aware that the Army has seen a consistent decrease in domestic violence and child abuse over the past five years, however, one incident of abuse is too many. To that end, I would emphasize increased command oversight and thorough and impartial review of abuse incidents. I would be open to exploring expanded services and resources for adult and child victims to best support Army Families. If confirmed, I will work to ensure command teams and leaders have the necessary tools and training to help them best handle these complex family cases, provide support to victims, and hold Soldiers who commit acts of abuse appropriately accountable.

#### **70. In your view, what more can the Army do to prevent child abuse and domestic and intimate partner violence?**

**Answer:** I know that the Army is committed to preventing and responding to all acts of domestic violence and child abuse and neglect. I share this commitment, regardless of whether the victim is a Soldier or a civilian. Active prevention and rapid response to family violence is critical, and I recognize that civilian spouses who live off-post may experience added challenges accessing services or even knowing about installation resources. If confirmed, I will support the continued advancement of the Army's family violence prevention and intervention capabilities through ongoing research initiatives and outreach, and by ensuring these important programs are appropriately resourced.

#### **71. Do you believe that the Army Family Advocacy Program strikes the right balance between healing families and holding individuals accountable for acts of domestic violence and child abuse?**

**Answer:** The Family Advocacy Program provides a wide range of services aimed at preventing and responding to abuse. Specially trained domestic abuse victim advocates at each installation support victims and help to coordinate services. Clinicians offer evidence-based treatment to mitigate the traumatic impact of abuse. Accountability is handled through the military justice

system, which allows the Family Advocacy Program to focus on prevention and treatment. The Department of the Army is dedicated to striking the right balance between healing victims and holding abusers accountable. For FAP to be fully successful it must be understood as a social service response that is completely separate but which runs parallel to the military justice system response and consequent command actions. Together, I believe we are heading in the right direction.

It is equally important that commanders understand their responsibility to foster a climate where the Family Advocacy Program is fully supported and abusive behaviors are not tolerated. If confirmed, I will ensure that leaders at all levels are fully trained and understand the impact of family violence. I will empower them to intervene to ensure victim safety, hold offenders appropriately accountable and encourage Soldier and Family participation in the full range of available services, when needed.

### **Juvenile Problematic Sexual Behavior:**

#### **72. What actions has the Army taken to regularize policies and programs for responding to, investigating, adjudicating, and documenting allegations of juvenile problematic sexual behavior on Army installations?**

**Answer:** I am aware that the Army published a policy in 2019 requiring installation commanders to ensure the investigation of juvenile misconduct and referral of allegations of problematic sexual behavior of children and youth to Family Advocacy for assessment, treatment, and victim assistance. The most serious cases may warrant referral to civilian authorities for further investigation and/or determination of disposition. If confirmed, I will fully support this policy.

#### **73. How does the Army ensure that the victims of juvenile problematic sexual behavior receive the care, treatment, support, and advocacy services they need?**

**Answer:** I understand there are multi-disciplinary teams that ensure juvenile victims receive the care and treatment they need. Members of the multidisciplinary teams include Family Advocacy, law enforcement, healthcare professionals, Department of Defense schools, and child development professionals. These teams help address the safety, risks, and specific needs of the children and Families impacted. Furthermore, I understand that the Army uses established standards of prevention, treatment, and referral to ensure victims receive the care and support they need. If confirmed, I will continue to support this approach to ensure the best care, treatment, and support is readily available.

#### **74. In your view, does the Army have a mechanism to hold accountable, as appropriate, and provide treatment to juveniles who engage in problematic sexual behavior?**

**Answer:** In terms of offenders, I understand that the Army requires each case of major juvenile misconduct to be investigated either by installation military law enforcement, or other appropriate civilian authorities. While commanders do not have UCMJ authority over juvenile offenders, they are responsible for considering if administrative action is warranted. Such

command action could include barring juveniles from the installation, removing them from on-post quarters, or ordering an Early Return of Dependents (if living overseas). Installation multi-disciplinary teams address the safety and risk-based needs of military children, youth, and Families. These teams also develop intervention plans, parent engagement strategies, and potential treatment for juvenile offenders.

**75. Does the Army require any additional authorities to establish and maintain the centralized database on child and youth problematic sexual behavior required by section 1089 of the FY 2019 NDAA?**

**Answer:** I am aware that the Army is currently working with the Office of the Secretary of Defense to develop and implement a centralized database for juvenile problematic sexual behavior required by section 1089 of the FY 2019 NDAA. If confirmed, I would assess whether additional authorities are needed and inform OSD of such requirements.

**Extremism:**

**76. What is your view of the prevalence and effect of extremism in the Army?**

**Answer:** I believe the vast majority of Army soldiers serve with honor. At the same time, as Secretary Austin, General Milley and General McConville have said, extremism in the military is detrimental to the good order and discipline of the force and can impact unit morale and cohesion. Extremism is antithetical to the Army Values and is not in keeping with the oath Soldiers take upon entry and reaffirm during their careers. I understand the Army has conducted extremism stand-down days to better educate the force on indicators and warning signs of extremism as well as its detrimental impacts while reinforcing Army Values through engaged leadership at all levels.

**77. In your view, what beliefs and actions should constitute “extremism?”**

**Answer:** The Army has a regulation, AR 600-20 that defines extremism as participation in organizations and activities that advocate intolerance, engaging in unlawful discrimination, the use of force to deprive individuals of their rights, support for terrorist objectives, use of unlawful violence or force to achieve discriminatory goals, expressing a duty to engage in violence against the United States, encouraging military or DoD civilian personnel to engage in subversion, or seeking to engage in sedition. If confirmed, I am committed to making eradication of extremist activity amongst the ranks a priority.

**78. In light of ongoing efforts to combat extremism, what are your views on the current DOD policy that states, “A Service member’s right of expression should be preserved to the maximum extent possible?”**

**Answer:** The Army protects Soldiers’ constitutional rights afforded by the First, Fourth, and Fifth Amendments to the United States Constitution. As such, any Army policies regulating speech or association must be necessary to accomplish a military mission or to prevent a clear danger to the loyalty, discipline, or morale of military personnel, and must be the least restrictive

means available to achieve these ends. I believe that Soldiers' constitutional rights must be protected. If confirmed, I am committed to reviewing existing policies and procedures with the Army General Counsel to ensure these rights are appropriately protected while still allowing the Army to effectively combat extremism in its various forms.

**79. If confirmed, what actions would you take to eliminate extremism within the ranks?**

**Answer:** In recent briefings on the subject, I understand the recent round of Extremist Policy training, performed in response to the Secretary of Defense "Stand Down" directive, was both well-received and appreciated by the Total Army Force. This training focused on small group conversations to facilitate an honest dialogue on the issue. I do not believe that just one stand down day will sufficiently address this important issue. Training is effective when the standards are modeled, understood, and frequently reinforced. If confirmed, I will ensure there is continued dialogue on this issue and review applicable accessions policies and procedures.

**Services Provided to Service Members and their Families:**

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

**Answer:** I understand that access to commissaries and military exchanges remains one of the most valued benefits for Soldiers and their Families. Any resale reform effort should not divert limited resources away from the current needs of this population or diminish the earnings that provide dividends to support military Quality-of-Life programs. If confirmed, I am open to considering ideas that would enhance benefits to Army Families and will advocate for all viable methods to improve the military resale system. I support the ongoing effort directed in the FY21 NDAA to validate previous reform efforts. The Department and Congress need reliable information on the expected savings and costs of consolidation, as well as the second and third-order effects to other programs supported by the Defense Resale System.

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

**Answer:** I believe the Army asks much from its Families to ensure force readiness. Spouses often balance professional careers, family, health, and well-being, all in the context of deployments, separations, and other mission requirements. If confirmed, I will continue to build strong relationships with Congress, Office of the Secretary of Defense, the Governor's Association, and the many state and local government and non-government organizations that facilitate and enable spouse employment opportunities and professional license portability. I also will ensure the Army invests in proven programs that demonstrate effectiveness in helping spouses obtain and maintain meaningful, satisfying careers. I am supportive of expanding the Army's alliance and partnership with private sector companies and local or state government agencies to provide hiring preferences to military spouses and family members. If confirmed, I would also conduct a review of Army's civilian employment policies and expand on any gaps to increase employment opportunities for both military spouses and other Family members.

If confirmed, I would also support increased opportunities for telework and/or remote work to allow current, Army civilian military spouses and Family members to retain employment. I was informed the Army was successful in managing its workforce while operating in a maximized telework environment during the COVID-19 pandemic and would support continued telework and remote work flexibilities. I would encourage the Army to consider utilizing these flexibilities for military spouses and Family member employees who are undergoing permanent change of station moves; especially in cases where the Soldier and Family are stationed at remote locations with limited employment opportunities.

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

**Answer:** The pandemic has demonstrated the critical role child care plays in readiness. If confirmed, I will review the Army's plan to address child care shortfalls and explore other ways to increase the child care capacity, such as additional infrastructure, improved compensation, and further investment in the Family Child Care program and fee assistance to buy down the cost of off-post care. I will also work with OSD and the other Services to increase availability of accredited community child care providers and assess the concept of providing child care services in a child's home.

**83. If confirmed, what steps would you take to ensure safe and healthy living conditions for soldiers and their families in privatized housing?**

**Answer:** If confirmed, I will prioritize Army oversight of privatized housing, at all levels, to ensure that Army Families are receiving safe, quality housing and will hold privatized housing partners accountable. Housing is a key factor in the care of Soldiers and Families and can greatly impact Army readiness and retention. I commit to making this a priority.

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

**Answer:** If confirmed, I will work to hold commanders, leaders and privatized housing partners accountable for ensuring that Soldiers and Families are housed in the quality of housing they deserve. I will do this by ensuring implementation of the Military Housing Privatization Reform contained in the National Defense Authorization Act by ensuring Army-owned housing inventory is adequately funded in future budgets, and by working with the Office of the Secretary of Defense to ensure Basic Allowances for Housing are adequate to provide quality housing to those choosing to live off-post.

**85. If confirmed, what specifically would you do to establish accountability in Military Housing Privatization Initiative (MHPI) "contractors," particularly given that, in most cases, they have public-private partnership agreements with the Army that extend for as long as 50 years?**

**Answer:** If confirmed, I will ensure the Army Staff and Army Senior Leaders remain engaged and fully involved in the decisions the MHPI companies make to maintain and improve quality housing over the course of the agreements. This will require the enforcement of standards of performance in existing agreements with MHPI companies, periodically reassessing MHPI companies' baseline operating and ground lease agreements and when necessary entering into negotiations with the privatized housing company owners to modify Army agreements in order to foster enhanced accountability and facilitate improving the privatized housing and housing related services provided to Army Soldiers and Families. I will also reemphasize the Army's existing requirement that all privatized housing incentive fee metrics be consistently applied in a manner that rewards privatized housing companies only when they have delivered high quality services to Soldiers and Families.

**Senior Officers:**

**86. If confirmed, how would you ensure compliance with the requirements of law and regulation regarding the investigation and promotion board consideration of adverse and reportable information in the context of both general officer and O-6 and below promotion selection processes?**

**Answer:** If confirmed, I would ensure compliance with laws and regulations regarding promotion boards by only certifying the exemplary conduct of deserving officers considered for promotion. I understand that, for nominations above the grade of O-6, the Army uses all available systems of records to screen officers prior to being considered by a promotion board, and again at regular intervals through Senate confirmation, until the officer is ultimately promoted. The same process has been true of nominations in the grades O-6 and below since 2015, however, only for post-promotion board consideration and selection. At general officer grades, should the officer have substantiated adverse information ascribed to them, the promotion board considers that information when considering the officer's file, and the adverse information is considered at every level for senior leader endorsements. As of January 1, 2021, the same consideration requirements the Army uses at GO grades apply to Army O-4-O-6 nominations in the Active Component. For nominations to 3 or 4-star where a promotion board is not applicable, the same screening process is conducted for officers before the Secretary of the Army makes a recommendation. Any substantiated adverse information is considered with the nomination at all levels. Although not seen during promotion boards, any reportable information ascribed to the officer is also considered at the service secretary level and higher.

**87. Do you believe Army procedures and practices for reviewing the records of officers pending the President's nomination for promotion or assignment are sufficient to enable fully-informed decisions by the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President?**

**Answer:** Yes. I believe the extensive review process outlined in the previous answer enables fully informed decisions by the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, the Secretary of Defense, and the President.

**88. In your view, are these procedures and practices fair to the individual military officers proceeding through the promotion or assignment process? Please explain your answer.**

**Answer:** The screening procedures that the Army has in place comply with law and Department of Defense policy. They are intended to provide as much information about the officer as possible to enable leaders to make fully informed decisions on whether he/she meets the exemplary conduct standards required by law. At this time, I have no reason to believe this process is unfair to the officers going through the nomination process.

**The FY17 NDAA reduced the number of General and Flag Officers across DOD by about 12%, consistent with plans provided to Congress by the Office of the Secretary of Defense.**

**89. What progress has the Army made in reducing the number of Army General Officers (GO) and restructuring its GO grade pyramid?**

**Answer:** I understand the Army is on track to meet the reduction of eleven General Officers by December 31, 2022, as mandated by the FY17 NDAA. The Army intends to reduce the number of GOs on active duty by balancing promotions to brigadier general with the natural attrition of general officers through retirements. These reductions do not require restructuring the General Officer pyramid. Frequently, an officer will be assigned to a general officer billet as an O-6 and promote into it later, based on needs of the Army. The reductions will not alter this process; they will delay promotions until the target of 220 is reached.

**90. If confirmed, what role would you establish for yourself in ensuring that the Army is successful in meeting its GO reduction mandate?**

**Answer:** If confirmed, I am responsible for everything the Army does or fails to do. This includes complying with the law. I will work with the Army staff to ensure adherence to the reduction plan to reduce the number of General Officers on active duty from 231 to 220 no later than December 31, 2022.

**91. In your view, are GO retired pay caps adversely affecting Army senior officer promotions, assignments, and retention at the 3- and 4-star grades? Please explain your answer.**

**Answer:** While I am unaware of any concrete statistics on this topic, I understand that General Officer retired pay may not be helping the Army retain its best talent. While the private sector increases salary with promotion, general officers assume greater responsibility with no increase in salary. Retaining the Army's best talent is a priority, and if confirmed I will examine this issue in greater depth to determine whether existing pay caps are adversely affecting the Army's ability to compete with the civilian sector for leadership talent.

**Training/Readiness:**

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

**Answer:** My understanding is that the readiness of the Army to perform those Title 10 functions associated with generating Army forces to meet the totality of the National Defense Strategy with the requisite readiness across the domains of equipment, personnel, and training, remains strained. However, the Army, with support from Congress, has made gains to improve the overall readiness of brigade combat teams. The Army is entering into a period of intense modernization. If confirmed, I will closely monitor and prioritize resourcing decisions to ensure an appropriate balance between near term readiness and modernization investments, ensuring future capabilities.

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

**Answer:** The Army’s priority missions for which current and future forces must prepare include defense of the homeland, preparation for large-scale combat operations, and continued disruption of state and non-state adversaries. Global demand for Army forces remains high, but thanks to Congressional support and Army Senior Leader focus, the Army has more ready units, available more often, than at any time in the last three years. I believe the Army’s core warfighting readiness to defeat a near-peer adversary has improved, but the Army must continue to modernize, and align efforts in support of the President’s Interim National Security Strategic Guidance.

The Army is currently aligned with the prioritization of People’s Republic of China as a pacing threat, as laid out in the President’s Interim National Security Strategic Guidance, and in Secretary Austin’s 4 March “Message to the Force”. In my view, current and future Army forces must continue to train for conflict, and success will be determined by its ability to fight across all domains while remaining integrated with the Joint Force.

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

**Answer:** While the Army has made significant strides in recent years in terms of improving its readiness for large scale combat operations, at this point in time I do not have access to sufficient information about the Department’s operational plans to assess with confidence the level of risk the Army has accepted in regards to its readiness. In my view it is likely that the Army continues to confront challenges and difficult tradeoffs in terms of balancing risks to readiness arising from sustained and unforeseen global commitments, as well as the need to resource an ambitious modernization agenda. If confirmed, one of my earliest priorities will be to fully understand the analysis underpinning current Army assessments of operational risks and readiness, as well as its assessment of risks to ensuring future readiness.

**95. If confirmed, how would you oversee compliance by the Army with readiness goals and timelines?**

**Answer:** Title 10 empowers the Secretary of the Army with a broad range of man, train, and equip responsibilities and functions. If confirmed there are two ways in which I would oversee compliance with Army readiness goals and timelines.

First, I would monitor the readiness of forces that are either assigned to combatant commands and/or aligned to operational plans (OPLANs). The Department cannot afford costs associated with generating readiness to meet broad percentage bands that are not associated with OPLANs.

Second, I would support the Joint Staff's global force management process focus on weighing the near-term military risk to current operations against the long-term strategic risk associated with sustained un-forecasted commitments.

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

**Answer:** If confirmed, I would continue the Army Strategy to rebuild readiness to dominate in large-scale combat operations while continuing efforts to modernize towards a force capable of multi-domain operations. The Army is implementing a new unit life cycle model (ReARMM-Regionally Aligned Readiness & Modernization Model) that will balance readiness with modernization in a predictable manner, which better balances operational and personal demands. In the near-term, this means the Army will prioritize efforts to provide ready and lethal forces organized, trained, and equipped for prompt and sustained ground combat in war and other contingency operations. If confirmed, I would simultaneously continue working to modernize the Army to deploy, fight, and win decisively in multi-domain operations against any adversary, anytime, and anywhere.

**Munitions:**

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

**Answer:** If confirmed, I would coordinate closely with combatant commanders to understand their operational requirements and continue to support proven efforts to increase joint munitions readiness. Efforts like realigning funding to modernize munitions and improve inventory levels would continue to improve the Army's support of the combatant commanders. The Army has worked with its industry partners to increase production and procurement for critical munitions. Initiatives like stockpile reliability programs and shelf life extension programs have helped ensure current stocks meet the appropriate standards, reducing the burden on new production and procurement.

**98. Is the ammunition industrial base, including the Army's organic ammunition plants, capable of supporting current and future munitions requirements, in your view?**

**Answer:** My understanding at this time is that current analysis indicates the Army can meet today's munitions requirements. With the support of Congress, the Army has expanded several sectors of the munitions industrial base to meet sustained and surge requirements for munitions post 9/11. The Army will require continued investment in the organic industrial base to transform and modernize facilities, ensure they remain viable to meet expanded explosives capacity, and enable the manufacturing of future artillery and advanced propellants. Once planned capacity expansions and new production capabilities are realized, the Army will have sufficient capacity, commercial and organic, to meet future and surge munitions requirements.

**99. If confirmed, what actions would you take to reduce single points of failure and foreign material supplier dependencies in the ammunition industrial base?**

**Answer:** In its role as the single manager for conventional munitions, I believe the Army is actively pursuing measures to reduce single points of failure and source of supply risks in the ammunition industrial base. If confirmed, I would ensure that the Army continues to move forward in its efforts to secure the domestic supply chain by re-establishing US or Canadian sources where warranted. I would ensure that the Army continues to leverage Defense Production Act authorities to establish domestic production for critical materials essential to munitions production. Further, I would pursue policies that promote the long-term viability of the domestic supply chain, by directing procurement of critical materials to domestic manufacturers where prudent. Finally, I would direct that strategic international partnerships be pursued to add resiliency and capacity to the domestic supply chain where appropriate.

**Operational Energy:**

**100. If confirmed, how would you lead the Army in harnessing innovations in operational energy and linking them with emerging joint operational concepts in order to reduce contested logistics vulnerabilities for warfighters?**

**Answer:** The Army Futures Command has recognized that the ability to generate, distribute, and store power is a key cross-cutting enabler of multiple combat capabilities. I believe operational energy capabilities and efficiency can and should be a priority to support the joint force in a contested environment and to stay ahead of our adversaries in developing these technologies. If confirmed, I would lead by ensuring innovations in operational energy are linked with emerging joint operational concepts and are backed by appropriate levels of investment in RDTE and experimentation.

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

**Answer:** The Army must plan for energy (fuel, electricity) and water security and address potential vulnerabilities to these resources both at installations and while conducting operations. If confirmed, I will ensure the Army continues to ensure readiness and the ability to project power by strengthening the energy and water resilience of our installations and encouraging Soldiers and leaders to incorporate energy security at all levels of planning.

**102. How can Army acquisition systems better address requirements related to the use of energy in military platforms to decrease risks to warfighters?**

**Answer:** Army acquisition systems must strive to develop, adopt, and adapt cutting edge technologies to ensure the greatest warfighting capabilities. If confirmed, I will work to coordinate these efforts across the Joint Force to improve interoperability and to reduce costs. This includes operational energy – which powers the vehicles and systems used to win wars. I will seek improvements in energy efficiency to reduce operational costs, as well as reduce the overall logistical tail, which are all overarching objectives of the Army.

**103. In your view, how can energy supportability that reduces contested logistics vulnerabilities become a key performance parameter in the requirements process?**

**Answer:** I understand that Army acquisition offers multiple tools to address the issue of energy use in military platforms. For existing platforms, the Army can engage innovative companies to conduct research, prototyping, and demonstrations of energy-saving technology—such as hybrid electric and electric motors for vehicles—that will allow the Army to upgrade older systems with new technology to reduce energy use. For new platforms, I believe that the Army must look carefully at requiring more energy-efficient designs up front so to avoid having to retrofit energy-efficient components after fielding.

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

**Answer:** Energy resilience is key to Army mission effectiveness. Today’s multi-domain operating environment means the Army’s installations are strategic assets for generating readiness. The Army’s approach to installation energy resilience is an “all of the above” strategy that includes energy efficiency, onsite generation, and storage. If confirmed, I would continue to prioritize installation energy resilience that supports critical missions.

**105. Given that the Army has been charged with Contested Logistics for the Joint Force, how do you believe operational energy can and should be used to support this effort?**

**Answer:** I believe operational energy capabilities and efficiency can and should be leveraged to support the joint force in a contested environment whenever feasible. If confirmed, I would become more familiar with the Army’s strategy for supporting the Joint Force in a contested environment before giving specific examples of ways to leverage operational energy capabilities.

**Environment:**

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

**Answer:** I understand the Army's Environmental Program encompasses a broad range of efforts that maintain installation compliance with applicable environmental laws, Environmental Protection Agency (EPA) regulations and guidance, operating permits, and Executive Orders. The Army collects, monitors and analyzes numerous environmental compliance metrics on an annual basis and reports that information to Congress along with the other military departments. If confirmed, I will monitor Army-wide environmental compliance metrics and trends to ensure the Army's high level of environmental compliance with EPA requirements is maintained.

**107. What are your ideas for improving collaboration with the Department of Interior and the U.S. Fish & Wildlife Service to find cooperative ways to ensure military readiness while protecting the environment on and around Army installations?**

**Answer:** If confirmed, I would want the Army to continue its cooperative work with the U.S. Fish & Wildlife Service (FWS) to expand endangered species mitigation. It is my understanding that off-installation mitigation banking compensates for on-installation Army mission impacts to endangered species. If confirmed, I would support the Army's coordination efforts with FWS to safeguard Army training requirements thereby promoting endangered species recovery and management at the ecosystem.

**108. If confirmed, how would you further efforts to address PFAS contamination at Army installations?**

**Answer:** If confirmed, I would ensure the Army remains committed to making forward progress to address PFAS releases from Army installations. This includes continuing support for DoD's investments to evaluate the science on these emerging contaminants and continuing the Army's nationwide cleanup efforts. I would also make certain the Army's priority remains the health and safety of our Soldiers, their Families, Army civilians, and the communities surrounding our installations. Moreover, I would continue to prioritize and address cleanup sites where risk to human health is the greatest.

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

**Answer:** If confirmed, I would encourage Soldiers and their Families with health concerns or symptoms potentially associated with exposure to harmful contaminants to seek assistance from their health care provider. Army Medical policies require health care providers to assess, manage (to include referrals to appropriate medical specialists), and document health conditions in accordance with established, evidence-based clinical practice guidelines. If confirmed, I would make the health and safety of the Army Family one of my top priorities.

## **Readiness and Resource Impacts from Extreme Weather:**

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

**Answer:** The Army needs to remain vigilant in protecting its assets and infrastructure from the adverse impacts of extreme weather events. If confirmed, I will review the Army's readiness and resource impacts from recent weather events and ensure that these efforts include planning for current and projected impacts of climate change and extreme weather at Army sites.

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

**Answer:** Yes. The effects of a changing climate are and will continue to be a national security issue impacting Army installations and its ability to operate around the world. If confirmed, I will work to ensure compliance with provisions of the 2019 NDAA requiring an amendment to the United Facilities Criteria: "to anticipate changing environmental conditions during the design life of existing or planned new facilities and infrastructure and ensure incorporation into military construction designs and modifications," I would also ensure all Army installation planners are provided a clear methodology for planning, design, construction, sustainment and restoration, as outlined in the Army's Climate Resilience Handbook.

**112. How can the Army better use existing authorities on extreme weather mitigation granted by Congress in the last few NDAAs?**

**Answer:** I understand that Congress has been supportive of DoD's climate resilience efforts. The FY21 NDAA allows for expansion of existing authorities, like Section 315, on projects that improve military installation resilience even when they are outside the borders of the installation. Additional NDAA requirements incorporate climate considerations into building codes and mandate installation resilience planning. If confirmed, I will ensure the Army continues to explore ways to leverage these new authorities.

## **Infrastructure Challenges:**

**Non-DOD funding mechanisms such as energy savings performance contracts (ESPCs), utility energy savings contracts (UESCs), and power purchase agreements (PPAs) are excellent means by which the Army can improve infrastructure, increase resilience, reduce deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without appropriated funds. The review and approval of these contract mechanisms by the U.S. Army Installation Management Command (IMCOM) has taken significantly longer as compared to other Military Departments. In some cases, IMCOM has blocked or significantly delayed, de-scoped, or cancelled new contracts that would have provided significant savings and benefit to Army infrastructure.**

**113. If confirmed, what steps would you take to streamline this process and how long would it take you to resume entering into contracts that benefit Army installations?**

**Answer:** I am aware that energy savings performance contracts (ESPCs) and utility energy savings contracts (UESCs) are a budget neutral means by which the Army can improve infrastructure, increase resilience, reduce deferred maintenance, implement alternative energy resources, save taxpayer funds, and secure other benefits without appropriated funds. I believe this is a smart approach to our infrastructure program. If confirmed, I will review and evaluate this process.

**Audit:**

**114. If confirmed, what specific actions will you take or direct to enable the Army to achieve a clean financial audit in the most expedited fashion?**

**Answer:** I understand the Army has developed a roadmap that focuses on the key activities needed to fix the issues noted by the auditors. The Army has plans to utilize innovative technology and tools to drive quick-turn solutions. I have been informed that the Army is investing more training time and resources for communicating audit requirements to the field, and helping stakeholders work together to achieve priority audit objectives. If confirmed, I will reiterate my senior-level support for achieving a clean audit opinion and continue to drive short-term fixes and promote long-term results. I will develop mechanisms to hold business process owners responsible for improving their processes. I will prioritize modernization and standardization of business processes necessary to achieve clean audit opinions.

**115. What are the benefits to Army missions and effectiveness of achieving and maintaining a clean audit?**

**Answer:** In my view compliance with DoD, Army, and/or other Federal policies and procedures and responsibly using associated internal controls is foundational to effective stewardship and maximizing the impact of every appropriated dollar. The benefits of achieving and maintaining a clean audit are to optimize the Army's budget, achieve full visibility of resources, and improve business processes. This ensures America's Army can be the best steward of the taxpayers' dollars while building the highest levels of current and future readiness.

**116. How will you hold Army leaders and organizations responsible and accountable for making the necessary investments and changes to correct findings and material weaknesses identified in the audit process?**

**Answer:** I am committed to improving processes to accelerate positive change, increasing accountability, and delivering results. I understand recent audit results show opportunities to be more efficient and productive with Army funding, equipment, and supplies. Success, across the force, depends on leaders routinely reviewing the progress of their commands as they implement actions to remediate auditor findings. At the Department level, leaders should continue to

actively take roles in establishing policies, procedures, and process changes necessary to support progress towards a clean opinion.

If confirmed, I will continue Army efforts to make accountability part of the Army culture. I will require the ASA (FM&C) and Senior Army Leaders to brief me on audit results and hold them accountable to achieving key operational metrics. I believe full compliance from every leader in the Army is imperative to saving money on operations, shifting resources to increase readiness and modernization efforts, and maintaining the confidence of defense leaders, Congress, and the American people.

### **Army-related Defense Industrial Base:**

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

**Answer:** It is my understanding the Army employs a number of robust processes to identify and manage risk in the Defense Industrial Base (DIB) including assessing the critical capabilities in the organic industrial base, identifying fragile and critical suppliers, and assessing financial, operational, geopolitical, and socio-economic risks within the broader DIB, of which the ammunition industrial base is a part. If confirmed, I will strive to strengthen the Army's processes to identify, assess, and mitigate risk in the Army Industrial Base, as appropriate.

#### **118. How should Army acquisition leaders consider impacts on the industrial base when addressing requirements for recapitalization or modernization of major defense weapons systems and munitions, and life cycle costs of such systems?**

**Answer:** Recapitalizing and modernizing major defense systems is dependent on the Army's organic industrial base depots as well as our manufacturing industry partners. Army acquisition leaders strive to maintain a healthy and robust industrial base that can meet the current and future Army requirements, while balancing affordability with capacity, maximizing competition, and utilizing the optimal mix of defense depots and industrial manufacturing partners.

#### **119. If confirmed, what changes, if any, would you pursue in systems and processes to ensure that risk in the Army-relevant sectors of the defense industrial base is adequately managed to enable the development, production, and sustainment of technically superior, reliable, and affordable weapons systems and munitions?**

**Answer:** If confirmed, I will review the Army's systems and processes it uses to identify, monitor, assess, and mitigate supply chain risk in the Army Industrial Base to assess if there are more effective ways to ensure a capable and ready supply chain. It is my understanding that the Army works closely with the Office of the Under Secretary of Defense for Acquisition and Sustainment, other military services, federal agencies, and industry partners to identify, evaluate, and mitigate supply chain risk in the Army Industrial Base.

**120. If confirmed, what policy tools or programs would you develop or use to allow the Army to intervene appropriately to support the vitality of its organic, commercial, and defense industrial base?**

**Answer:** If confirmed, I would seek to leverage the authorities already provided by Congress, including the Defense Production Act to maintain, restore, protect, expand, and create domestic production capabilities to strengthen the Army Industrial Base. I would also seek to leverage existing DoD and Army programs, including the Manufacturing Technology (ManTech) Program to reduce acquisition costs of defense weapon systems and reduce manufacturing and repair cycle times.

**Equipping/Modernization:**

**121. What is your assessment of the Army's past modernization record and current efforts?**

**Answer:** The Army in the past has often struggled to modernize effectively and efficiently, but in my view Army modernization efforts in recent years have made notable progress. In the past the Army has struggled with changing priorities and instances of failed developmental programs created without an Army-wide shared vision of the future. The Army took years to develop requirements that created materiel solutions that were late-to-need, over budget, and short of expectations. The developmental process was inflexible, lengthy, and lacked appropriate soldier feedback. Additionally, the Army's Science and Technology (S&T) effort lacked focus and guidance on difference-making capabilities required to win in the future operational environment. Army Futures Command (AFC), created nearly three years ago, appears to have helped the Army's modernization effort move to more solid ground. The Army established the six Modernization Priorities in 2017 and is now on a path to deliver next generation capabilities for the first time in 40 years. Ensuring the Army stays on this path will require vigorous leader involvement and oversight, and if confirmed, providing this oversight with support from the Under Secretary and Assistant Secretaries of the Army will be one of my top priorities.

**122. How has Army Futures Command (AFC) contributed to improving Army modernization programs over previous Army efforts?**

**Answer:** It is my understanding Army Futures Command has energized and synchronized the Army modernization enterprise by changing the process for developing requirements. The process now includes inputs from Soldiers, manufacturers, scientists, and engineers to ensure the Army delivers a desired capability on time and within budget. The Army refers to this approach as "Soldier-Centered Design" which also incorporates "Soldier Touch Points" throughout the development process to solicit useful input from experienced Soldiers on how to refine the solution to best meet their needs. I am informed that prior to the establishment of AFC, proponents developed requirements which were not always fully aligned with Army modernization priorities.

**123. What role do you expect the Command to play going forward?**

**Answer:** The Army created U.S. Army Futures Command to lead the Army modernization enterprise. AFC leads the implementation of the Army's modernization strategy and defines the future operating environment, as well as the changes needed to adapt to the nation's future needs. I expect that Army Futures Command will continue to play an important role in driving persistent modernization in the Army to ensure it provides the capabilities required to deter and defeat threats to our Nation.

**124. In your view, how has the establishment of AFC modified Army Secretariat roles in Army modernization efforts?**

**Answer:** To the best of my knowledge, the statutory authorities and responsibilities of the Army Secretariat are not altered by the establishment of the Army Futures Command (AFC) in 2018. The Assistant Secretary of the Army for Acquisition, Logistics, and Technology maintains its statutory responsibility for the overall supervision of acquisition, logistics, and technology matters of the Army.

**125. If modernization is fundamental to future readiness, how you would frame future readiness requirements, if confirmed?**

**Answer:** It is my understanding the Army has taken steps to achieve a cohesive approach toward modernization and enable unity of effort over the past four years, but our modernization efforts must always remain in balance with our readiness requirements for current operations and contingencies, while also building toward the Multi Domain Operations (MDO) ready force by 2035. Readiness to meet evolving missions is critical to a successful Army and is a combination of people, equipment, and training. If confirmed I will work hard to ensure close relationships between AFC, the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, and the other Army commands to ensure all aspects of readiness are modernized to meet future environments. If confirmed I will work closely with Congress to ensure Army investments support its priorities.

**126. What key capabilities must the Army possess for multi-domain operations?**

**Answer:** To operate across the spectrum from competition, crisis and conflict in the future Multi-Domain Operations (MDO) environment, the Army must field the next generation capabilities currently under development by the eight Cross Functional Teams under Army Futures Command and the Rapid Capabilities and Critical Technologies office. These "31+4" signature systems are capabilities identified to counter the near peer competitors such as People's Republic of China and Russia. Many of the capabilities in Soldiers' hands today are not viable in the future environment against our near peer adversaries. Many of today's systems / capabilities are four decades old. They have served the Army well – but must be replaced or the Army risks a bad outcome in the future.

Complimentary to these efforts, the Army must also have modernized intelligence collection and analytic capabilities to identify and locate near-peer threats.

**127. Do you believe the Army's modernization priorities should be modified?**

**Answer:** My understanding is the six modernization priorities – long range precision fires, next generation combat vehicles, future vertical lift, the network, air and missile defense, and Soldier lethality – are based on assessments of anticipated changes in the operating environment, our operating concepts, and emerging technologies. At the same time, the Department is still developing its Joint Warfighting Concept and four supporting concepts, and the Services continue to refine their own concepts in parallel – and all these concepts will inform the department's broader effort to develop future requirements. If confirmed, I will ensure the Army continues to assess its modernization priorities and adjust them, if necessary.

**128. If so, and if confirmed, how would you propose to modify them?**

**Answer:** If confirmed, I will seek to ensure that the Army's defined modernization priorities continue to support the defense strategy and the priorities established by the President and the Secretary of Defense.

**129. Do you see utility in the Army conducting more joint program development?**

**Answer:** I support joint program development when it decreases overall costs, increases interoperability, and eliminates seams in the force.

**130. In what systems or categories of systems do you perceive see the most potential and benefit in joint development?**

**Answer:** The US Army does not fight alone and must achieve and sustain a level of interoperability within the Army, across the joint force, and with our allies and partners. How the Army acquires, analyzes, stores, and moves data seems to be a very promising joint effort. Development of artificial intelligence is another capability that should benefit from joint development.

**Acquisition:**

**131. If confirmed, how would you synchronize your acquisition responsibilities with those of the Chief of Staff of the Army?**

**Answer:** Service Secretaries and Service Chiefs play critical roles in ensuring successful acquisition programs. If confirmed, I intend to work closely with the Chief of Staff to oversee the proper balance of resources against priorities as it relates to acquisition programs and to ensure appropriate trade-offs among cost, schedule, technical feasibility, and performance are made prior to milestone and production decisions in order to prevent cost growth and mitigate program risks.

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

**Answer:** The Army Chief of Staff possesses unique operational experience and perspective that is invaluable when developing and prioritizing achievable military requirements. In addition to ensuring that requirements are realistic and achievable, and approving such requirements prior to program initiation, the Chief of the Staff is responsible for concurring with cost, schedule, technical feasibility, and performance tradeoffs at key program milestones, and for ensuring program cost and schedule estimates are realistic and achievable. If confirmed, I will work closely with the Chief in the execution of these duties.

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

**Answer:** The Service Secretary, assisted by the Service Chief, is ultimately responsible for the outcomes of Army acquisition programs. While the Assistant Secretary of the Army (Acquisition, Logistics and Technology), Program Executive Officers, and Program Managers share accountability for the execution of acquisition programs, a variety of factors ultimately contribute to the success or failure of these programs. These include resourcing priorities, evolving requirements, and the technological maturity of the systems developed within programs. If confirmed, I will work closely with the Chief to balance these factors, exercise proper oversight, and maintain accountability across the Army acquisition enterprise to ensure successful outcomes.

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

**Answer:** It is my understanding the use of the Middle Tier of Acquisition authority (Section 804) is one of several acquisition pathways that provides benefit to the Army when used appropriately. This approach streamlines the acquisition process to get capabilities in the hands of Soldiers more quickly.

I understand there is a potential risk if this authority is used to develop prototypes that are too far removed from an actual production version of a system, which requires a lengthy and expensive follow-on development program. There is also risk if the Army uses “prototyping” authority to do what is normally done under Low Rate Initial Production, but without all the appropriate acquisition steps needed to ensure program success, such as ensuring sustainment considerations are designed into a system. If confirmed, I will put systems in place to ensure appropriate oversight on Army acquisition efforts and compliance with acquisition authorities.

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

**Answer:** From my assessment, the Army’s best practice in developing requirements is what the Army currently calls “Soldier-Centered Design.” I understand that this ensures Soldiers are part of the requirements development process every step of the way so that the Army is developing and procuring is precisely what Soldiers need to accomplish their mission. Additionally, the Army must ensure that industry can build and field what the Army requires by soliciting continuous input from industry partners as part of the requirements definition process. The Army cannot create requirements that its industry partners cannot build or that the Army cannot afford.

**This Committee has been a strong supporter of Army Futures Command and its focus on future readiness for competition with near-peers—who we know are investing vast sums of money to update their capabilities and pull ahead of the United States. That said, the Committee was troubled by the Army’s publication late last year of Army Directive 2020-15. The Directive is written in very ambiguous terms, but, in this Committee’s view, it could degrade civilian control of the acquisition function and align authorities in ways that don’t appear to accord with the Goldwater-Nichols Act. Because of concerns expressed by this Committee, the Acting Secretary of the Army has agreed to a holistic review of the Directive.**

**136. Will you commit that, if confirmed, you would continue this holistic review?**

**Answer:** Yes. If confirmed, I commit to completing a holistic review of Army Directive 2020-15 to ensure it appropriately aligns with statute and preserves civilian control of the acquisition function within the Department of the Army.

**137. Will you commit that, if confirmed, you would halt implementation of this Directive until such time as the holistic review addresses all of the Committee’s concerns?**

**Answer:** If confirmed, I commit to pausing further implementation of Army Directive 2020-15 until a holistic review of the document is completed and concerns expressed by the Committee are appropriately addressed. While the review is ongoing, I will work to ensure that all modernization efforts continue to progress expeditiously to ensure capabilities are delivered to the Soldiers.

**138. Will you commit that, if confirmed, you would keep this Committee informed about the progress of the holistic review and its findings and outcomes?**

**Answer:** Yes. If confirmed, I will provide information to this Committee regarding the review findings. I also commit to inform the Committee of any subsequent actions taken regarding the Directive, based on the findings of the review.

**139. Will you commit that, if confirmed, you would ensure that any way forward on this Directive comports with the principles of civilian control and with governing laws?**

**Answer:** Yes. If confirmed, I will ensure that any actions taken as a result of the review preserves appropriate civilian oversight of acquisition, as required by statute.

**Test and Evaluation:**

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

**Answer:** Test and evaluation is a critical aspect of the weapons systems and equipment procurement. Test and evaluation demonstrate system performance and shortfalls prior to its use in combat. It offers an opportunity to identify and correct problems prior to fielding. There may be cases where procurement of systems that have not yet been tested are appropriate, such as in response to a Joint Urgent Operational Needs Statement (JUONS), but these circumstances are the exception rather than the norm. In most cases, adequate operational demonstration, or otherwise tailored operational tests, should be executed to assess and demonstrate operational performance – what the system can and cannot do – to inform tactics, techniques, and procedures to remediate system shortcomings. If confirmed, I will always put the welfare and safety of warfighters and our national security paramount in any rapid fielding decision.

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

**Answer:**

Developmental and operational testing ensures a program delivers an operationally effective, operationally suitable, and survivable capability to the Warfighter. The challenge with the rapid, spiral, and evolutionary acquisition pathways for the test and evaluation communities is to deliver this capability on a much shorter timeline and often in spiral fashion, requiring updates and perhaps expansions to testing and/or evaluations. The test and evaluation community is accomplishing this by partnering as early as possible with the requirements development and materiel development communities. By partnering with industry, the Army can observe their testing so as not to replicate unnecessary and costly tests. The goal is to gain information on development challenges as soon as possible to find and implement fixes. Other acceleration initiatives include involving warfighters during developmental testing, called Soldier Touch Points, and gaining operational insights from developmental testing. Both of these initiatives leverage simultaneous data collection and evaluation, instead of sequential. Modeling and simulation will also play a vital role in expediting the delivery of these capabilities. Regardless of the acquisition pathway, the Army Test and Evaluation Command is the independent voice to Army Senior Leaders and provides an evaluation of operational effectiveness, operational suitability, and survivability prior to fielding. If confirmed, I would optimize integrated test and evaluation processes and the use of modeling and simulation to deliver timely information about our programs and work to ensure we can leverage information faster while still maintaining the necessary due diligence that Army programs require.

**142. Are you satisfied with Army test and evaluation capabilities?**

**Answer:** If confirmed, I will gain greater understanding of the Army's existing testing and evaluation capabilities and areas of potential need so that the Army's ranges, infrastructure, and workforce are able to meet the demands of the future. I would ensure that the Army's Acquisition Executive and the senior leaders of the test and evaluation enterprise are equipped and enabled to support the Army Modernization Strategy and Futures Command initiatives.

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

**Answer:** My understanding is that there are several areas that need to be advanced to meet the demands on the future. Examples include, advancing test and evaluation ranges, laboratories, facilities and infrastructure to enable more adequate performance assessment of Army weapon systems and equipment in a cyber-contested and electromagnetic spectrum contested environment. Moreover, additional improvements are needed to enable adequate evaluation of the performance of Army directed energy weapons, hypersonics, autonomous systems, and artificial intelligence-based systems. The Army needs the ability to test and evaluate long range fires, both over land and offshore, to support emerging Army capabilities. Also, the Army needs to align with the training community to develop better representations of expected multi-domain operations combat, which can be used in operational testing and force training. These areas represent the anticipated challenges related to complex multi-domain operations involving cyber, electronic warfare, and counter-unmanned aerial systems in urban, jungle, and arctic environments. These areas present new challenges for test and evaluation across the Services and developing them would be beneficial for the Department of Defense writ large.

**144. Do you believe the Army should exploit non-developmental or commercial off-the-shelf solutions to meet Army requirements?**

**Answer:** Yes, absolutely. If industry has solutions to the Army's toughest problems, the Army should partner with industry and work through transitioning those solutions to warfighters. I believe strong business partnerships between the Army and American industry partners -- whether large, medium, or small -- are key to modernizing the Army.

**145. How should these systems be checked for operational effectiveness and suitability?**

**Answer:** It is my understanding the process to ensure a system is operationally effective, suitable and safe for the Army is the same regardless of whether a system is a non-developmental / commercial-off-the-shelf (COTS) system or a government developed system. A COTS item may not have been designed to operate in the military environment, under military conditions, or against an adversary utilizing cyber and electronic warfare. The test community must always ensure that such systems are safe, suitable, and survivable.

**146. Would this put capabilities into the hands of soldier more quickly, in your view?**

**Answer:** The Army leverages non-developmental and commercial-off-the-shelf capabilities (COTS) to reduce the amount of time it takes to design a potential solution due to development and learning that was already gained in the commercial sector. These approaches can enable the Army to equip its Soldiers more rapidly but should not be used at the expense of Soldier safety or without properly characterizing the effectiveness, suitability, and survivability of a weapon system or piece of equipment.

**Innovation:**

**147. If confirmed, what steps would you take to support the Army's in-house innovation enterprise at its labs and engineering centers?**

**Answer:** It is my understanding the Army is committed to fostering talent management, STEM education, and partnerships with academia and industry. Also, I am informed the Army uses special hiring authorities to fill critical competency gaps expediently, maximizing Army lab and engineering centers' ability to target and quickly recruit talented individuals without the need for a lengthy recruitment process. If confirmed, I will ensure that I am fully familiar with these initiatives and will ensure the Army uses them to maximum effectiveness.

**148. If confirmed, how would you make use of the Small Business Innovation Research program to fund cutting edge research, diversify the Army's industrial base, and transition capabilities to Program Executive Offices?**

**Answer:** If confirmed, I will ensure the Army is leveraging all statutory authorities to increase the return-on-investment from the Small Business Innovation Research (SBIR) program. It is my understanding that mapping SBIR programs to customer transition milestones is an effective approach to accelerate transformative technology solutions for Army problems. Equally important is a more business friendly SBIR approach, streamlining proposal requirements, reducing time to capital, and incentivizing rapid contracting; sending a clear message to the American innovation community that commercial success and technology partnership with the Army are not mutually exclusive. If confirmed, I will obtain greater familiarity with the details of these initiatives and ensure the Army uses them to maximum effectiveness.

**149. If confirmed, how would you ensure that Army labs and test ranges have sufficient military construction and equipment funding to maintain world class research and testing infrastructure to maintain our advantage over People's Republic of China, which is making significant investments in this type of infrastructure?**

**Answer:** Modern buildings, equipment, and adequate resourcing are vital to ensuring the Army stays at the cutting edge of technology and continues to recruit and retain the most talented personnel. Future success requires strategic planning for critical laboratory and test range infrastructure to minimize the impact of the Army's aging infrastructure. Ensuring sufficient funding for any critical activity when requirements vastly exceed available resources, necessitates tough choices. The Army must continuously assess the requirements and the adequacy of the RDT&E facilities and resources to meet those requirements. Further, the Army must consider whether a capability needs to be owned and operated by the Army one hundred percent of the time, or whether we can partner with others to schedule access to facilities or equipment when or where we need it. If confirmed, I will engage with the appropriate Army organizations to better understand the infrastructure challenges and look at possible solutions and new strategies to ensure the Army is making the necessary investments to sustain, restore, and modernize laboratories and test ranges.

**150. If confirmed, how would you assess whether the Army has sufficient investment in science and technology programs, especially those that are creating new capabilities and possibilities for new concepts of operations beyond current requirements?**

**Answer:** The Army needs to assess the global landscape against current S&T investments to determine where we are leading or lagging and develop a framework that can bridge technological and operational gaps with iterative processes between future concepts and operational metrics that can inform technical risks and benefits.

**Cyber:**

**In May 2018, the Cyber Mission Force achieved full operational capability. In September, the DOD released its 2018 Cyber Strategy.**

**151. In your view, how well postured is the Army to meet the goals outlined in the 2018 DOD Cyber Strategy?**

**Answer:** If confirmed I will want to assess for myself how well the Army, as part of the Joint Force, is postured to meet the goals of the 2018 DOD Cyber Strategy. I know that the Army has taken steps to meet the goals of the strategy and this has resulted in a number of successes, including achieving assigned missions such as defending networks in the contested cyberspace domain while engaged in great power competition with People's Republic of China, Russia, and other adversaries. While adversaries will continue their attempts to penetrate the Army's defenses and exploit any weaknesses, the Army's collective efforts have helped in deterring, preempting, and defeating cyber threats targeting vital U.S. interests but much work remains. If confirmed, I will review the Army posture to ensure it is in line with the 2018 DOD Cyber Strategy.

**152. What actions do you think need to be taken in the Army to address any gaps with the 2018 DOD Cyber Strategy?**

**Answer:** It is my understanding the Army has analyzed the congressionally directed Cyber Posture Review of the Department of Defense and is in the process of addressing the gaps. If confirmed, I will work with the service secretaries, DOD CIO and PCA, and the Army PCA to ensure the Army is taking steps to resolve the gaps.

**153. In your view, does the Army need to conduct a "Cyber Readiness Review" similar to that conducted by the Navy in 2019?**

**Answer:** I understand that the Army's PCA's first order of business working with Army Senior Leaders was to initiate a Cyber Posture Review similar to the Navy. I will work with the PCA to understand the scope of the Army study. I support efforts conducted by the PCA's office to review cyber readiness and determine where the Army can gain efficiencies, close operational gaps, and improve talent management.

**154. If confirmed, what would you do to improve the cybersecurity culture throughout the workforce?**

**Answer:** If confirmed, I would ensure the proper tools are in place to enable a motivated, competent and professional culture within the cybersecurity workforce. Cybersecurity is inherent in readiness and needs to be a primary concern during development of the Army's weapons systems, operational platforms, and information networks.

**155. How would you empower and hold accountable key leaders throughout the Army to improve its cybersecurity culture?**

**Answer:** Cybersecurity is inherent in readiness and needs to be a primary concern during development of weapons systems, operational platforms, and information networks. My expectation is that Army leaders at all levels, in all components, would understand cybersecurity's criticality and enforce it accordingly in every aspect of the Army's operations. I fully expect a culture of cybersecurity to permeate throughout the workforce and culture, and for heightened awareness to begin with leadership. I recognize that the Army, just as society, continues to be more dependent on the internet. Commanders at all levels must be accountable for the cybersecurity of their networks, just as they are for the protection of their tanks, helicopters, and other major weapon systems. If confirmed, I will make cybersecurity a priority and a pillar of Army readiness. I will prioritize remediation of vulnerabilities of the major weapons systems, reinforced by continuing to modernize the Army network and synchronizing cyberspace efforts across the enterprise. I will also leverage the Army's Congressionally mandated Principal Cyber Advisor to look for avenues to ensure that cybersecurity and accountability become an essential part of Army culture.

**156. If confirmed, what would you do to improve military and civilian cybersecurity career paths?**

**Answer:** Acquiring and retaining the very best talent in cyber is critical for the Army. If confirmed, the Army will continue to improve military and civilian cybersecurity career paths. I believe this includes increased opportunities existing for training with industry partners, advanced education, diverse and rewarding assignments, and career flexibility options that include permeability with the reserve component and the commercial sectors. This also, I am told, includes the full implementation of the Cyber Excepted Service (CES) and leveraging its authorities to improve career paths, talent management, education, and training – especially for very technical career tracks. If confirmed, I intend to make the talent management of the Army cyberspace forces a priority in the effort to acquire and retain the most qualified personnel for this critical mission.

**Section 1657 of the FY 2020 NDAA directed each Military Department to appoint an independent Principal Cyber Advisor (PCA) to act as the principal advisor to the Secretary concerned on all cyber matters affecting that Department.**

**157. What do you see as the role of this position?**

**Answer:** I welcome the role of the Principal Cyber Advisor. I see this position as the focal point for all cyber matters and the independent advisor affording the Secretary analysis and counsel on

risk-based decisions where trade-offs between competing priorities occurs. I understand the Congressional intent of the PCA.

**158. If confirmed, how would you personally plan to utilize the Army PCA within your leadership structure?**

**Answer:** If confirmed, I intend to use the PCA to provide value across four significant areas. First, I will leverage the PCA for an objective analysis of the Army's cyber posture, independent of other organizations. Second, I will look to the PCA to create a unified and coherent message regarding Army priorities, status, and deficits in cyberspace to both Congress and internal to the Army. Third, I will look to the PCA to inform me and my senior leadership team with risk-based decisions for cyber operations, readiness of cyber forces, supply chain risk management, and priorities of effort. Finally, as noted in the PCA responsibilities of the NDAA, I will look to the PCA for analysis and certification of the adequacy of the Army's cyberspace budget that is relevant to the PCA's functions or an explanation with proposed mitigation efforts to address the inadequacies.

**159. If confirmed as Secretary of the Army, how would you best utilize the PCA to improve cybersecurity and otherwise ensure that the Army maintains decisive advantage in the Cyber domain?**

**Answer:** If I am confirmed as the Secretary of the Army, I intend to use the PCA as the focal point for all synchronization and coordination of cyberspace efforts at the Army level, as well as outside the Army to the DOD and the interagency. Furthermore, I will look to the PCA to collaborate across the Army and sister services' PCAs for best practices, to provide me with independent and objective advice on the Army's way forward in cyberspace and integration into the Department's Cyber Strategy.

**Technical Workforce:**

**A significant challenge facing the Army today is a shortage of highly skilled data scientists, computer programmers, cyber, and other scientific, technical and engineering talent to work at defense laboratories and technical centers.**

**160. If confirmed, what actions would you take to increase the recruiting and retention of scientists, engineers, software coders, and in other technical positions across the Army's research, development, and acquisition enterprise?**

**Answer:** If confirmed, I will ensure that the Army continues to invest in science, technology, engineering, and mathematics education initiatives to ensure a continuing supply of the next generation of scientists and engineers. It is my understanding Army laboratories and centers have benefited from the hiring authorities given by Congress to ensure the Army has the necessary technical experts. If confirmed, I will be committed to ensuring the Army fully continues to use these authorities to recruit and retain STEM talent. Additionally, I will also work seek the input

of my staff to determine where shortfalls in recruiting and retention exist and work to mitigate them, including identifying new authorities needed to improve hiring and retention.

**161. If confirmed, what specifically would you do to provide the directors of labs under the purview of the Army with the civilian workforce management tools they need to shape their science, technology, and engineering workforces?**

**Answer:** If confirmed, my goal would be to maximize existing authorities to shape the labs' workforces. To meet the needs of the labs' workforce, I understand the Army is currently using the Science, Technology, and Reinvention Laboratories (STRL), Direct Hiring, and Expedited Hiring authorities to better attract, motivate, train, and retain the civilian workforce the Army needs for scientific and technological excellence. I would encourage each Lab Director to carefully examine the authorities being utilized and determine if they meet the needs of the current and future workforce, and if not, identify the additional authorities needed to optimize the civilian workforce in the Army's labs.

**Army Intelligence, Counterintelligence, and Sensitive Activities:**

**162. If confirmed, what role would you establish for yourself in the decisions on and oversight of Army intelligence, counterintelligence, and sensitive activities?**

**Answer:** I am aware that current Army policy places the Secretary of the Army at the head of the oversight of intelligence, counterintelligence, and sensitive activities, which I would maintain if confirmed. I will be routinely briefed on these activities to ensure my direct involvement in the oversight structure. I would retain existing Army policy that reserves authority to the Secretary of the Army to review and approve the Army's most sensitive intelligence and counterintelligence activities.

**163. In your view, what limiting practices should guide Army intelligence organizations in determining the types and amount of information that can be collected about U.S. persons?**

**Answer:** It is my understanding Army intelligence organizations are required to adhere to the DoD-Attorney General Intelligence Oversight Guidelines that specify the types and categories of information about U.S. persons the intelligence community elements may collect. These guidelines limit the collection of U.S. person information to no more than what is reasonably necessary to support the intelligence mission. While these are the key limits to Army intelligence collection activities, if confirmed, I would examine Army practices to determine what, if any, additional limits are necessary to effectively balance individual liberties with national security.

**164. What is your understanding of the role of the Secretary of the Army in reviewing and acting on requests for the provision of DOD physical protection and personal security services to retired DOD officials and the family members of certain DOD personnel, as contemplated by section 1074(b) of the FY 2008 NDAA?**

**Answer:** I am aware that the Secretary of the Army is the head of the protection-providing organization for designated high risk personnel, including retired officials and family members and that Headquarters Department of the Army is responsible for developing a personal security threat assessment on the designee to determine if threat conditions exist that would warrant protection. If confirmed, and after that assessment is complete, I would review it and make a recommendation to the Secretary of Defense as to whether protection is necessary and appropriate.

**165. If confirmed, would you concur in the provision of DOD protective services to such persons in the absence of an imminent and credible threat to their safety?**

**Answer:** The Secretary of Defense is granted the authority to provide Personal Security Detail support to a former or retired official who faces serious and credible threats arising from duties performed while employed by the Department of Defense. Protection is similarly afforded to immediate family of a person authorized to receive physical protection and personal security. I will ensure that the Headquarters, Department of the Army, adheres to this law, if confirmed.

**Army Cemeteries:**

**166. What is your understanding of the role of the Secretary of the Army in the management and oversight of Arlington National Cemetery (ANC)?**

**Answer:** It is my understanding that, under law, the Secretary of the Army has the authority to develop, operate, manage, administer, provide oversight of, and fund the Army National Military Cemeteries. These authorities extend to both Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery, through the Executive Director of Army National Military Cemeteries. In executing these authorities, I understand the Secretary must ensure the highest quality standards and ensures periodic inspections occur that assess the administration, operation and maintenance, and use of applicable construction elements. Additionally, I am aware that the Secretary of the Army, with the approval of the Secretary of Defense, has the authority to prescribe policy and procedures for eligibility determination and exceptions for interment or inurnment, and to enter into contracts to provide transportation, interpretive or other appropriate concessions to visitors at Army National Military Cemeteries.

**167. What factors would you consider in granting or denying a request for exception to established ANC interment or inurnment policies?**

**Answer:** I understand that eligibility for interment/inurnment at Arlington National Cemetery is established within the Code of Federal Regulations (CFR) Title 32, Part 553. Factors considered upon receipt of a request should include the individual's specific contributions and actions both as a service member and a civilian that directly and substantially benefited the U.S. military. Additionally, it is critical that exceptions to policy be consistent with past decisions and take into consideration the impact of decisions for future requests and ultimately exceptions are only made for compelling reasons that would rise to a level that displace an otherwise eligible veteran.

If confirmed, I would maintain the Army's current due diligence policy that has a robust panel review that considers the following factors: (1) the degree to which the decedent meets eligibility standards for interment; (2) the degree of consistency with past decisions; (3) the potential impact of decision for future requests; (4) the compelling reason that will displace an otherwise eligible service member or veteran and that demonstrates the manner and level of sacrifice or heroism typical of military service; (5) combined military and civilian service; (6) the decedent's military service, including specific contributions and actions that directly and substantially benefit the U.S. military; and (5) the decedent's civilian service, including those specific contributions and actions that directly and substantially benefit the U.S. military

**168. What progress has the Army made in executing plans and programs for the expansion of ANC?**

**Answer:** I understand that ANC, in partnership with U.S. Army Corps of Engineers (USACE) and Federal Highways Administration (FHWA), continues to make progress on the Southern Expansion (SE) Program and the Defense Access Roads (DAR) Project. I am informed the project will be complete in 2027. I believe the project will result in over 37 acres of new interment space which will yield an additional 80,000(+) above- and below-ground burial opportunities.

**U.S. Army Corps of Engineers (USACE):**

**169. What do you perceive to be the appropriate role for the Secretary of the Army in the management and oversight of USACE?**

**Answer:** If confirmed, I envision that the U.S. Army Corps of Engineers (USACE) will continue to be appropriately managed within Headquarters, Army through two Secretariats in their established roles. The Assistant Secretary of the Army (Installations, Energy and Environment) has oversight of all execution functions performed by USACE supporting the Army's military construction, real property, real estate, energy, and certain environmental programs, as well as development of new technologies, designs, and planning approaches to advance the Army's approach to the management of installations. The Assistant Secretary of the Army (Civil Works) establishes USACE's strategic direction and has primary responsibility for oversight for the Army's Civil Works program function, including the Clean Water Act Section 404 regulatory program.

**District of Columbia National Guard (DCNG):**

**170. What is your understanding of the role of the Secretary of the Army vis-à-vis the DCNG?**

**Answer:** I understand that the President, by executive order, authorized and directed the Secretary of Defense to supervise, administer, and control the DCNG while in a militia status. The Secretary of Defense directed the Secretary of the Army to perform the supervision, administration, and control of the DCNG.

**171. What is the role of the Secretary of the Army with respect to National Guard from other States in a Title 32 status who are called in to augment the DCNG? G3**

**Answer:** The Secretary of the Army is responsible to supervise, administer, and control the DCNG while in a militia status. With respect to State National Guard members augmenting the DCNG, it is my understanding that they take direction from the federal entity that requested their support, and not from the Secretary of the Army. While the President or the Secretary of Defense may request that a Governor order National Guard personnel to perform training or other duties, there is no role for the Secretary of the Army unless the Secretary of Defense delegates the authority to coordinate tasks. Pre-established Memorandums of Agreement or Understanding between the States and the District of Columbia guide how personnel and units may augment the DCNG. If the Guardsmen are performing duties within their home State for their State, they remain under the command and control of their respective Governors.

**172. In your view, should the role of the Secretary of the Army vis-à-vis the DCNG be changed? If so, for what changes would you advocate, if confirmed?**

**Answer:** I understand employment of the DCNG is governed by unique and complex legal constraints. If confirmed, I will work with the Secretary of Defense, the Secretary of the Air Force, the Chief of the National Guard Bureau, and other stakeholders to carefully review existing authorities and lessons learned from recent activities to determine what changes, if any, are necessary related to the Secretary of the Army's authorities related to the DCNG. I would pursue any changes to the role of the Secretary of the Army after engaging with key stakeholders and subject matter experts, and after seeking the advice of the General Counsel.

**The Army Civilian Workforce:**

**173. In your judgment, what is the biggest challenge facing the Army in effectively and efficiently managing its civilian workforce?**

**Answer:** In my assessment, there are two big challenges facing the Army to manage its civilian workforce effectively and efficiently. The first is ensuring sustained access to talent in high demand professions, such as engineers, scientists, software coders, cybersecurity analysts, data scientists, and other technical positions. If confirmed, I would aggressively pursue avenues to secure top talent in current and emerging high demand professions through targeted marketing, recruiting, and outreach. The second challenge facing the Army in managing its civilian workforce is a constrained budget. Managing a highly skilled and diverse workforce, such as the Army Civilian Corps, requires investments to programs, resources, and technology which requires a 21st century talent management environment. If confirmed, I will pursue efforts to enhance the Army's ability to acquire, develop, employ, and retain talented civilians in the workforce.

**174. Would there be value, in your view, to establishing a unified DOD civilian workforce, as opposed to separate civilian workforces segregated by DOD Component? Please explain your answer.**

**Answer:** At this time I do not have sufficient information to assess the potential value of establishing a unified DoD civilian workforce. I understand the DOD civilian workforce is diverse across a number of mission sets specific to each DOD Component. The Army has a unique mission set, and Army civilians directly impact that mission. If confirmed, I would consult with the appropriate experts to explore the feasibility of a unified civilian personnel system, with streamlined authorities, to manage the entire DOD civilian workforce and place the right person, in the right job, at the right time more easily.

### **Congressional Oversight:**

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

- 175. Do you agree, without qualification, if confirmed, and on request, to appear and testify before this committee, its subcommittees, and other appropriate committees of Congress? Please answer with a simple yes or no. Yes.**
- 176. Do you agree, without qualification, if confirmed, to provide this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs such witnesses and briefers, briefings, reports, records—including documents and electronic communications, and other information, as may be requested of you, and to do so in a timely manner? Please answer with a simple yes or no. Yes.**
- 177. Do you agree, without qualification, if confirmed, to consult with this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs, regarding your basis for any delay or denial in providing testimony, briefings, reports, records—including documents and electronic communications, and other information requested of you? Please answer with a simple yes or no. Yes.**
- 178. Do you agree, without qualification, if confirmed, to keep this committee, its subcommittees, other appropriate committees of Congress, and their respective staffs apprised of new information that materially impacts the accuracy of testimony, briefings, reports, records—including documents and electronic communications, and other information you or your organization previously provided? Please answer with a simple yes or no. Yes.**
- 179. Do you agree, without qualification, if confirmed, and on request, to provide this committee and its subcommittees with records and other information within their oversight jurisdiction, even absent a formal Committee request? Please answer with a simple yes or no. Yes,**
- 180. Do you agree, without qualification, if confirmed, to respond timely to letters to, and/or inquiries and other requests of you or your organization from individual Senators who are members of this committee? Please answer with a simple yes or no. Yes.**
- 181. Do you agree, without qualification, if confirmed, to ensure that you and other members of your organization protect from retaliation any military member,**

**federal employee, or contractor employee who testifies before, or communicates with this committee, its subcommittees, and any other appropriate committee of Congress? Please answer with a simple yes or no. Yes.**